PROVISION AND MANAGEMENT OF RECREATION FACILITIES IN TSHWANE METROPOLITAN MUNICIPALITY

by

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Submitted in partial fulfilment of the requirements
for the degree

MAGISTER TECHNOLOGIAE: PUBLIC MANAGEMENT

in the
Department of Public Management

FACULTY OF HUMANITIES

TSHWANE UNIVERSITY OF TECHNOLOGY

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April 2017
ACKNOWLEDGEMENTS

I wish to acknowledge and express my sincere appreciation to the following persons for their contribution and moral support:

- Firstly, my supervisor Prof K.B. Moeti and co-supervisor Mr A.J. Diale, Department of Public Management, Tshwane University of Technology - for their positive attitude, expert guidance, dedication and input throughout this project.
- Dr Thandi Matsiliza for her guidance during the initial stages of the study.
- City of Tshwane, Department of Sport, Arts, Culture and Recreation for their willingness to participate in the study.
- My parents, Mr M.M. and Mrs D.E. Modisane, for their guidance and moral support.
- My siblings Stephen and Patrick, your phone calls and support kept me forward.
- Tshwane University of Technology Library staff, Mr M.J. Moeketsi, Mrs B. Kelly and Ms B. Khumalo for their assistance, without you this project could not have been completed.
- To my wife, Mamositli, whose constant love, support and encouragement continue to be invaluable.
- My kids, Keatlaretse and Kaone you bring joy to my heart and foster a powerful sense of fatherhood that no one can doubt, including my nephew Kealeboga.
- Tshwane University of Technology for the financial assistance.
- Lastly, in memory of my late brothers and sisters, Chris, Simon, Maria and Mathepe I know you would have supported me wholeheartedly in this study, May your souls rest in peace.
DECLARATION

I, the undersigned, hereby declare that the mini dissertation I submitted in for the degree Magister Technologiae: Public Management at the Tshwane University of Technology is my own original work and has not previously been submitted to any other institution of higher learning. I further declare that all sources cited or quoted are indicated and acknowledged by means of a comprehensive list of references.

________________________
M.N. Modisane
ABSTRACT

Recreation facilities are part of tourist attractions in communities, as well as being revenue producers for entrepreneurs. The National Department of Sport and Recreation in South Africa is responsible for the upkeep and maintenance of these facilities as well as for recreation policy formulation. The involvement of communities is critical in order to ensure optimal use of the facilities. This proposition is evidenced by the significant changes to policies and legislation ushered in by the advent of democracy in 1994, and their resultant impact witnessed on all sectors of society, and on all aspects of life in South Africa relating to political, social, economic and human rights.

The main focus of this study is on the provision and management of recreational facilities within City of Tshwane: Region One. A lack of facilities can have a negative impact on the wellbeing of a community. Recommendations to assist government and communities to allocate and manage the recreation facilities effectively and efficiently are made. Both primary and secondary data were used for the study.

Management of facilities and the challenges present in the existing sport and recreation facilities in the City of Tshwane: Region One were identified. Additionally, a literature review of theories relating to the possible management challenges facing sport and recreation facilities was conducted. Further, an historical overview of sport and recreation facilities in South Africa is included to provide a background of recreation facilities dating back to the previous government system. The historical overview includes an assessment of recreation facilities as viewed from a global perspective, and the history of recreation facilities management in South Africa, both from a provincial and a municipal perspective.
As a long term solution to improve management and sport and recreation facilities in the City of Tshwane Metropolitan Municipality, it is recommended that government invest further in human capital, and aim to increase the flow of information, to ensure that projects are relevant to particular communities, and to increase the budget to sustain such projects thereby ensuring community involvement from the beginning to the end of the project. Lastly a uniform and standard progress report should be submitted by all parties at regular intervals.
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CHAPTER 1

1.1 INTRODUCTION

Recreation facilities are a significant feature in any planned community, and these make communities desirable places to live, work, play and visit, thereby contributing to the on-going economic vitality of communities throughout the country. Recreation facilities that are part of tourist attractions in communities are revenue producers for entrepreneurs who create recreation spaces within natural surroundings. The Department of Sport and Recreation in South Africa is responsible for the upkeep, provision and maintenance of facilities, as well as for policy formulation and the involvement of communities therefor, plans need to be put in place to ensure their optimal use. It is the function of the Department of Sport and Recreation to address issues of social upliftment through projects and functions, and also to involve communities, including those in outlying communities to put programmes in place, (National Sport and Recreation Indaba Report 2011). These plans are put in place to ensure that the facilities contribute to the strategic value and direction of a national development structure. The availability, quality and accessibility of facilities plays a vital role in determining the level of participation of people.

Recreation facilities need management structures to ensure success and to identify what financial and social objectives are needed to meet local needs. A good management plan provides for improvement of the centres, by setting both short and long term goals. A management plan is a document that sets out the aims, objectives and strategies to meet objectives and conduct evaluation thereof. A well-developed management plan is a useful promotional tool for educating staff, community groups and decision makers about the recreation facilities, especially on why and what they try to achieve. According to Mull, Beggs
and Renneisen (2009), Benefits-based Management (BBM), a new and evolving recreation management framework, targets hard to measure benefits in an attempt to define more clearly the outcomes of recreation engagements. The key to implementing Benefit-based Management is an understanding of how recreation managers can facilitate realisation of recreation benefits.

Recreation management of public lands in the late 1960s and early 1970s focused on providing people with the opportunity to take part in recreation activities. Recreation facilities comprise two broad categories of structures. One is natural environments where a minimum amount of the attraction has been constructed by people, while the other category of recreation facilities relies on man-made structures, which are planned, conceived, designed, constructed and occupied by a management system to deliver a recreation product Mull, Beggs & Renneisen, (2009). Managers that have the authority to manage recreation settings can directly or indirectly influence recreation behaviour resulting in visitor-produced recreation experiences and benefits. Creating and maintaining a recreation facility as a fundamental space requires significant management effort. Synthesising or bringing a recreation product and space together as a useful experience for the user, forms the basis of recreation facility management. The managers support process aims to enhance the success of the core product and its extensions (Mull, Beggs & Renneisen, 2009).

In order to sustain the benefits of recreation for present and future generations, the recreation program must address and work towards a sustainable balance among environmental, social and economic conditions, hence the National Framework for Local Economic Development (LED) was established and introduced. LED offers local government, the private sector, the not-for-profit sectors and the community the opportunity to work together to improve the local economy. The National Framework for Local Economic Development in South Africa 2006 - 2011 aims to support the development of sustainable local economies through integrated government action. This Framework has been designed as a guide that seeks to foster an
understanding of Local Economic Development. This is a strategic implementation approach that municipalities, provinces, national government, state-owned enterprises and communities can adapt to improve the local economy. The National Local Economic Development Forum, which operates through the Department of Co-operative Governance and Traditional Affairs in a broad intergovernmental partnership, is supported by Local Economic Development (LED). This network will play a key role in integrating state action, in combining government and off-budget resources, and in energising innovation and excellence in Local Economic Development. The main role of local economic development is to co-ordinate the implementation as certain identified tasks will be the responsibility of other departments, (National Framework for Local Economic Development in South Africa 2006-2011).

The Tshwane Municipality was established by combining various municipalities and councils that had previously served greater Pretoria and surrounding areas. According to the executive mayor, the City of Tshwane has just celebrated the anniversary of its formation through the amalgamation of thirteen previously independent municipalities including, Pretoria, Odi, Winterveld, Hammanskraal and Centurion. Since its inception the City of Tshwane has been guided by the national imperative of building democratic developmental local government. The building process has evolved through two distinct phases: one is characterised by integration and by the building of foundations. The emphasis is on fine tuning the policy landscape and harmonising the structures, systems and traditions of the different municipalities that came to constitute the City of Tshwane Metropolitan Municipality (http://www.tshwane.gov.za/Pages/default.aspx 20/03/2012).

The study intends to encourage and assist City of Tshwane Metropolitan Municipality’s Department of Sport, Recreation, Arts and Culture to establish proper recreational facilities specifically in Region One. The Department should ensure creating and maintaining each recreational facility as a functional space which requires significant management effort.
Bringing the recreation product and space together forms the basis of recreation facility management Mull, Beggs & Renneisen, (2009).

A qualitative research design will be adopted. This emphasis is on studying human action in a natural setting, emphasis on detailed description and on understanding phenomenon within the appropriate context. Qualitative research design has the following characteristics. It is detailed engagement/encounter with the object of study, includes a small number of cases to be studied, an openness to multiple sources of data and lastly, flexible design features that allow the researcher to adapt and make changes to the study where and when necessary Babbie & Mouton, (2007).

1.2 Significance of the study

The study sets out to find a strategy for the City of Tshwane Metropolitan Municipality to provide and manage the recreational facilities as stipulated in National Sport and Recreation Indaba 2011. Previously, the majority of Blacks did not have equal access to competitive or recreational sport opportunities at school or at community level. If the provision of sport and recreational facilities is neglected, it will have serious consequences in the building of a better South Africa and especially in the development of South African young people. Provision and maintenance of facilities form the foundation for the entire sport and recreation system.

1.3 Problem statement

The problem to be investigated in this study is based on the assumption that the objectives of Sports, Recreation, Arts and Culture Department in the City of Tshwane Metropolitan Municipality is to promote sustainable communities by establishing social and cultural programmes that celebrate diversity and foster social inclusion by sustaining the following:
cultural facilities that are accessible and sport and recreation facilities and programmes that will increase opportunities.

As recreation and recreation facilities play an important role in building a healthy and prosperous community. It is assumed that a lack thereof has the potential to expose the youth to a life of drugs, crime and desperation in the impoverished communities of the Region One of City of Tshwane Metropolitan Municipality.

1.4  Key research questions

1.4.1  Primary research question

Does the City of Tshwane Metropolitan Municipality accord the importance to the provision and management of recreation facilities to advance local economic development?

1.4.2  Secondary research questions

1. What recreation facilities exists in City of Tshwane?

2. Are the recreation facilities managed efficiently by Tshwane Metropolitan Municipality?

3. What are the key challenges confronting Tshwane Metropolitan in the provision and maintenance of these recreational facilities?

4. What intervention could be implemented to ensure proper maintenance / management of recreation facilities?

1.5  Aims and objective of the study

The main aim of the study is to investigate the capability of the Tshwane Metropolitan Municipality to provide and manage the recreation facilities in Region One. This region
comprises the following areas, Soshanguve, Hammanskraal, Winterveldt, Mabopane, Hebron and Ga-rankuwa. These are predominantly black settlement areas. To achieve the main aim, the secondary objectives of the study are to:

- Understand and provide a critical overview of what constitutes recreation facilities and their importance in the City of Tshwane Metropolitan Municipality,
- identify various components for the efficient management and maintenance of recreation facilities by Tshwane Metropolitan Municipality,
- address the challenges confronting Tshwane Metropolitan Municipality to improve and maintain these recreational facilities, and
- formulate interventions that can be implemented to ensure proper maintenance / management of recreation facilities.
- Provision of human capital that represents the capability of the organisation.
- Information flow is needed to collect certain amount of data and to better help the organisation learn more.
- Adequate budget to sustain the projects is needed.
- Involvement of community throughout the project is necessary to avoid unrest and boycotts.

1.6 Research design and methodology

A research design is a plan or blueprint of how one intends conducting specific research (Mouton: 2001: 55). When planning a research design, it is extremely important for the researcher merely to choose a viable research problem but also to consider the kinds of data that an investigation of the problem should yield, as well as methods of collecting and interpreting those data (Leedy & Ormrod, 2010). The research design addresses the key question of what type of study needs to be undertaken to provide variable answers to the
research problem or question. A case study enquiry will explore many variables of interest, rely on multiple sources of evidence and entail prior development of theoretical propositions to guide the collection of data (Simons, 2009). For this study, the researcher compiled a questionnaire to use as one of the tools for data collection.

1.7 Unit of analysis

The unit of analysis is the person or object from whom the researcher collects data. Units of analysis are those aspects that are examined to create brief descriptions of the relevant units and to explain how they differ. If the unit of analysis is not clear, it is essential to determine what it is, otherwise the researcher will not be able to determine what observations are to be made, (Babbie, 2004). In this research, the main object is the provision and management of recreation facilities within the City of Tshwane Metropolitan Municipality.

1.7.1 Population and Sampling

To identify research participants, a non-probability sampling technique is used. This will also determine the sample size in the identified area of study (Babbie & Mouton, 2007). This technique relies on available subjects and is useful for pre-testing a questionnaire. This is also appropriate for the selection of sample on the basis of knowledge of the population. While in many research situations probability sampling is often impossible or inappropriate, non-probability sampling techniques are deemed the most appropriate, (Babbie, 2007). Interviews were conducted with members Department of Sport and Recreation: City of Tshwane Metropolitan Municipality.

1.7.2 Data collection

According to Mouton (2007: 105), when there is the possibility that survey data could be utilised in the future for secondary data analysis, it is essential that every aspect of the survey-
the sample design, fieldwork procedures and coding protocols - is documented and recorded. It is imperative that researcher’s document data collected as accurately, and in as much detail, as possible. Data were collected from both primary and secondary sources to ensure validity and reliability. Questionnaires were issued to Department of Sport and Recreation as role players within City of Tshwane Metropolitan Municipality, specifically in the Region one.

1.7.2.1 Sources of primary data

- Questionnaires filled in role players

1.7.2.2 Sources of secondary data

- Published books
- Published reports and articles
- Current legislation, regulations and documents
- Relevant journal articles
- Reports
- Archival documents

1.7.3 Data analysis

The aim of analysis is to understand the constituent elements of one’s data based on inspection of the relationships between concepts, constructs or variables, and to see whether there are any patterns or trends that can be identified or isolated, or to establish themes in the data. Analysis involves breaking down the data into themes, patterns, trends and relationships Mouton, (2001: 108).
1.8 Ethical issues

Ethical issues arise out of our interaction with other people, other beings (such as animals) and the environment especially where there is potential for a conflict of interest Babbie & Mouton, (2007:520 - 526). The researcher obtained ethical clearance to the City of Tshwane Metropolitan Municipality by requesting access and permission to conduct research in the municipal jurisdiction, and asking them to participate, to be interviewed and to complete the questionnaire as requested by the researcher. The following aspects were adhered to thereby ensuring that the study met ethical considerations.

According to Babbie & Mouton, (2007) ethical requirements that are prevailing also include the following.

a. Voluntary participation

In social research participation is completely voluntary and no one is forced to participate. Furthermore volunteers are informed that they can expect no special rewards for participating. The study seeks voluntary participation of participants who have been identified as a sample for data collection.

b. No danger to the participants

A researcher should never endanger the lives of the people being studied or involved, regardless of whether they have volunteered for the study or not.

c. Anonymity and confidentiality

A respondent is considered to be anonymous when the researcher cannot link a given response to a given respondent. In a confidential survey, the researcher is able to identify a given person’s respondent’s answers but promises not to do so publicly.
d. Deceiving subjects

It is necessary to identify yourself as a researcher to those you want to study. When informing subjects that you are conducting research for study purposes, they are likely to provide truthful answers.

e. Analysing and reporting

Negative findings should be reported if they are relevant to the analysis. Researchers should at all times strive to maintain objectivity and integrity in the conduct of research, the following rules apply.

- Always adhere to the highest possible technical standards when conducting research.
- Always report the findings fully and do not misrepresent results in any manner, because
- fabrication or falsification of data is regarded as one of most serious transgressions of a code of ethics.
- Always be prepared to expand on methodology and techniques of analysis.

1.9 Limitations of the study

The study focused mainly on provision and management of recreation facilities in the City of Tshwane Metropolitan Municipality, Region One.

1.10 Preliminary Literature survey

Recreation management of public areas in the late 1960s and early 1970s concentrated on providing people with the opportunity to take part in recreational activities. Recreation facilities
exist in two broad categories of structures: one is in a natural environment where almost no attractions have been constructed by people, while the other includes management structures, which have been planned, conceived, designed and constructed by management system responsible for delivering a recreation product (Mull, Beggs & Renneisen, 2009). Management has the authority to create recreation facilities which can directly or indirectly influence recreational behaviour that results in visitor-produced recreational experiences and benefits.

Creating and maintaining a recreation facility as a viable space requires significant management effort. Combining a recreation product and space together as a pleasurable experience for the user, forms the basis of recreation facility management. This support process aims to enhance the success of the core product and its extensions Mull, Beggs & Renneisen, (2009).

According to Mull, Beggs & Renneisen, (2009), obvious management resources required in the recreation environment are employees, money, equipment and facilities. Each plays a significant role in management. A critical management function is the capacity to influence employees to fulfil their obligations in the production or delivery of a product. Proper management of financial resources has a significant impact on the viability of a recreation facility. Management needs to include accounting, which is the documentation of income and expenses associated with operating a facility. The ability of management to ensure proper use and care of equipment contributes to the efficiency and efficacy of delivery operations. It is essential that management recognises the nature and scope of facilities in the planning stage is able to grasp the value of facility.

McShane (2006) asserts that, in the past decade or so, Australia no has expressed growing concern over the deterioration of community facilities. Many local authorities are experiencing the compounding effects of declining local government revenues, unpaid debt, widening service provision, increasing per capita infrastructure costs and ageing asset portfolios. As
Gowda and Sridhara, (2007), state, parks in Bangalore City Corporation area (BCC) are essentially recreation areas with landscape and horticultural design features for passive recreation, implying no damage to plants and trees. Budgetary constraints have led to the neglect of many parks, especially the smaller neighbourhood parks in residential areas. Promoting public- private partnerships and participation of citizens, resident welfare associations are listed as agents to rejuvenate parks. Well-tended parks improve the environment for citizens and providing active and passive recreation centres within their neighbourhood.

Stein and Lee, (1995), cites benefits-based management (BBM), a new and evolving recreation management framework that targets hard-to-measure benefits in an attempt to define clearly the outcomes of recreation engagements. BBM in the context, a benefit is a desirable change of state, an improved condition or state of an individual, a group of individuals, a society or even nonhuman organisms. Although the beneficial effects of recreation and leisure are becoming more widely documented and programmes to facilitate positive outcomes for participants in urban recreation and sports activities are being more widely developed, managing public lands for recreation benefits is a relatively new idea.

Benefits-based management (BBM) advices experience-based management to focus not only on individual benefits, but also on social, economic and environmental benefits. Benefits are classified into four types: personal, social, economic and environmental.

According to Williams, (1974) a cost- benefit analysis approach rests on the proposition that an organisation should provide services only if benefits outweigh the costs. The following conditions have to met. (a). It is possible to separate one service from another service in a sensible way. (b) There is a possibility to choose between them. (c). It is possible to estimate the outcomes of each service. (d). It is possible to evaluate those outcomes. (e).These cost
benefits can be weigh up individual services against one another. (f). It is possible to estimate the cost of providing each service.

The principle of benchmarking that has evolved out of Total Quality Management allows managers to place their performance measurements in context. In facility management, the means to benchmark property performance externally began in 1984 when the International Facility Management Association (IFMA) started collecting data and establishing key performance indicators (KPI) performance of facilities across a range of sectors. The use of key performance indicators in a facility management setting has numerous advantages, such as the ability to rate managerial efforts as relatively important areas of performance. Furthermore, these can be incorporated into contract specifications and documents that spell out clear expectations of desired outcomes and how they will be monitored and controlled, Loosemore & Hsin, (2001).

Brackertz & Russel, (2002) strategic management of facilities in Local Government Authority (LGA) is generally considered to be the best management practice to align the real estate function with the organisation’s overall strategic aims and objectives. Aligning the management of property and facilities with the organisation’s overall strategic aims is a proactive approach, while being confined to the traditional role of providing space as the need arises is a reactive approach. To manage assets properly assets in a strategic environment, one needs to assess how well they support the organisation’s overall aims and objectives. Assessments of property performance are primarily financial. Traditional financial metrics for property are particularly limiting when the organisation’s strategic aims extend beyond increasing bottom-line performance and improving shareholder value. It has been suggested that facility performance assessments should relate to the main business indicators for the primary tasks such as customer satisfaction or service delivery. However, applied models that link facility performance assessment to organisational strategy have, to date, been limited.
The National Sports and Recreation Indaba 2011 cites three pillars of implementation: active nation, a winning nation and an enabling environment. Their plan focuses on strategic objectives to broaden the base of sport and recreation in South Africa. These objectives are: (a) to improve the health and well-being of the nation by providing mass participation opportunities, (b) to maximise access to sport, recreation and physical education in every school in South Africa, and (c), to promote participation in sport and recreation by initiating and implementing campaigns. (National Sport and Recreation Plan 2011).

The researcher will use benefits – based management in this study. Benefits –based management is an experienced- based management strategy that considers not only at individual benefits, but also social, economic, and environmental benefits. In essence, these benefits are intrinsic rewards one reaches for when spending time and effort engaging in recreation. To provide opportunities for those involved to achieve the desired benefits, managers must have some knowledge of the relationship between characteristics of the setting and the desired beneficial outcomes. Stein & Lee, (1995).

The National Framework for Local Economic Development (LED) in South Africa 2006 - 2011 undertakes to support the development of sustainable local economies through integrated government action. This Framework has been developed as a guide that seeks to explain what local economic development entails and to put forward a strategic implementation approach that municipalities, provinces, national government, state- owned enterprises and communities should adopt to improve their local economy. The National Local Economic Development Forum, operating through the Department of Co-operative Governance and Traditional Affairs in a broad intergovernmental partnership, supported by the Local Economic Development (LED) excellence network, plays a key role in integrating state action, combining government and off-budget resources and fostering innovation and excellence in local economic development. The main aim role of Local Economic Development (LED) is to co-ordinate
implementation as identified tasks will be the responsibility of other departments. (The National Framework for Local Economic Development in South Africa 2006 - 2011).

The Tshwane Metropolitan Municipality was established through the integration of various municipalities and councils that had previously served greater Pretoria regime and surrounding areas. According to executive mayor, the City of Tshwane has just celebrated the ten years anniversary of its formation through the amalgamation of thirteen previously independent municipalities such as Pretoria, Odi, Winterveld, Hammanskraal and Centurion. Since its inception the City of Tshwane has always been informed by the national imperative of building a democratic developmental local government. The building process has evolved through two distinct phases namely integration and building foundations. The emphasis is on fine-tuning the policy landscape and harmonising the structures, systems and traditions of the various municipalities to constitute the City of Tshwane (City of Tshwane Annual Report, 2012)

1.11 Clarification of terminology

1.11.1 Recreation management

Recreation management is a course of study focusing on the skills and knowledge needed to create and deliver recreation and fitness programmes in a variety of settings. Recreation plays a pivotal role in improving the health and well-being of an individual, creating liveable communities and promoting social cohesion. National Sport and Recreation Plan (2011).

1.11.2 Recreation facility

Recreation facility is a building or place that provides a particular service or used for a particular industry. The provision and maintenance of facilities forms the foundation for the sport and recreation system. Facilities encompass the provision of the equipment as well as the
provision of basic services required for the facility to be functional, National Sport and Recreation Plan (2011).

**1.11.3 Integrated Development Plan (IDP)**

Integrated development plan (IDP) is a principal plan for an area that gives and overall framework for development. It involves the entire municipality and its citizens in finding the best solution to achieve good long-term development. IDP also has to take into account the existing conditions and problems and resources available for development, Local Government Municipal System Act (2000).

**1.11.4 Strategic planning**

Strategic planning is an organisation’s process of defining its strategy or direction and making decisions on allocating its resources to pursue this strategy. It may also extend to control mechanisms for guiding the implementation of the strategy. Strategic planning entails a systematic process of envisioning a desired future, and translating this vision into broadly defined goals or objectives and a sequence of steps to achieve them.

http://www.businessdictionary.com/definition/strategic-planning.html 04-03-2013

**1.11.5 Cost-Benefit analysis (CBA)**

A Cost-benefit analysis (CBA) is a process by which business decisions are analysed. The benefits of a given situation or business-related actions are summed and then the costs associated with taking that action are subtracted. It is also described as a systematic approach to estimating the strengths and weakness of alternatives that satisfy transactions, activities or functional requirements for a business Dasgupta and Pearce (1972).
1.11.6 Benefit-based management (BBM)

Benefit-based management (BBM) is an approach to recreation planning that focuses on identifying and managing for the primary activities, experiences, and benefits that are attained by various user groups within a given resource area. Under the BBM approach, specific experience and benefit outcomes are determined by considering the preferences of both visitors and residents’ customers, the capacity of each recreation management unit to produce the desired recreation opportunities, the availability of similar opportunities within the immediate market area, and management constraints for the planning area Stein and Lee (1995).

1.11.7 Public participation

Public participation is a process by which an organisation consults with interested or affected individuals, organisations and government entities before making a decision. It prevents or minimises disputes by creating a process for resolving issues before they become polarised.

1.13 Conclusion

In chapter 1 and introduction to the study on the provision and management of recreation specifically to the City of Tshwane Metropolitan Municipality region one was outlined. This chapter provides the background of the study. Chapter 1 has highlighted that a comprehensive study will be undertaken and a problem statement based on assumption was formulated to further a discussion on the study, research methodologies are outlined in this chapter, research aim and objective have been brought into prominence.
CHAPTER TWO

2 HISTORICAL OVERVIEW OF RECREATION IN SOUTH AFRICA

2.1 Introduction

South Africa seems to have taken the leading role in the involvement of its population in recreational activities. In the White Paper of the National Department of Sport and Recreation (South Africa, 1998) it is stated that sport and recreation must be accessible to all people in the province and to all people in the local area. After the 1994 election, recreation services throughout South Africa have received attention. As such recreation services are rated as having significance in the changing social and economic structures of the country, they are receiving increased attention by the government, has demonstrated its commitment. Department of Sport and Recreation (DSR) (1998).

This chapter focuses on the history and importance of recreation facilities as cited in the literature. The legislative and policy framework providing for the management of recreation facilities and the theoretical foundation informing management about Benefit-based Management (BBM) and Cost-effective Management (CEM) will be discussed and analysed. The purpose of this chapter is to gauge the awareness of the members of the local community with regard to provision of recreation facilities and their management. It will also highlight how the availability of these facilities can benefit the local community.
2.2 The history of recreation: a global perspective

During the Middle Ages (1000 - 1500), the need to enclose cities within protective walls necessitated building within a compact area that left little space for public gardens or sports areas. Satellite communities developed around the city, but usually with little formal planning. During Renaissance (1400 - 1600), European town planning was characterised by wide avenues, long approaches, handsome buildings and similar impressive features. Walks and public squares often decorated with statuary. In some cases, religious orders built clubhouses, gardens and shooting for archery practice. These used by town’s people for recreational activities and amusement. Huge outdoor gardens were established in England to provide entertainment and relaxation McLean & Hurd, (2012: 60-65).

McLean and Hurd, (2012) further state that, in the USA earliest planned outdoor spaces were commons or greens found in many New England settlements and although used chiefly for pasturing cattle and sheep, and military drills, market days and fairs were held there. In the design of new cities, the colonists began to pay attention to the need for preserving or establishing parks and open spaces. The period from the mid-nineteenth through the early twentieth century, was characterised by widespread development of organised recreation activities and facilities by government and voluntary agencies with the intent of achieving desirable social outcomes. The beginning of the twentieth century was an exciting period marked by growing economic and recreational opportunities. At the same time, municipal parks became well established throughout the United State of America (USA). Gradually the concept that city governments should provide recreation facilities, programmes and services became widely accepted.

In the 1860s, recreation in Australia had developed into a major land use. The activities that are classified under the broad category of recreation are really a series of land uses with varying
social, economic and environmental impacts, Mason & Williams, (1910). From the earliest days in the 1800s, the need for organised recreation increased. The development of facilities specifically for recreation began with the construction of government accommodation chalets in popular areas. The Australian government did not consider biodiversity conservation as a high priority in the creation of protected natural areas until the 1970s. The contemporary view of protected natural areas recognises their value for conservation of biodiversity and associated ecosystem services that support human survival Hughes (2012).

2.3 The history of recreation facilities management: a South African perspective

Since the emergence in the 1940s of an industrialised market economy in South Africa, the demand for outdoor recreation and tourism has surged, spurred on by the availability of attractive physical facilities, more leisure time, higher disposable income, as well as improved education and general living standards. Apartheid had a severe impact on the leisure lifestyles of South Africans, as degrees of affluence became closely associated with race. Irrespective of these racial practices various sport organisations fought tirelessly for establishing a sport system, free of discrimination and that would provide equal participation opportunities for all South Africans. The advent of democracy in 1994 ushered in significant changes to policies and legislation that impacted on all sectors of society by addressing all aspects of political, social economic and human rights of people. In the same year when the newly elected democratic government came to power, it has been exerting its influence, not only on the provision and utilisation of recreation facilities, but also on the outdoor recreational behaviour patterns of many South Africans, (National Sport and Recreational Plan 2011).

The National Sport and Recreation Act 110/ (1998) provides for the promotion and development of sport and recreation and co-operation among Sport and Recreation South Africa and the Sports Confederation, national federations and other agencies, to find ways to
address the imbalances in sport and recreation and to provide dispute resolution mechanisms in sport and recreation. The Minister of Sport and Recreation needs to recognise in writing a Sports Confederation which will be the national co-ordinating macro-body for the promotion and development of high-performance sport in South Africa. Every government ministry, department, province or local authority may organise sporting or recreational activities relating to physical education, sport and recreation, including training programmes and development of leadership initiatives. This Act (110/1998) has the authority to formulate the sport and recreation policy to train sport and recreation leaders, to allocate resources sport and recreation, to develop programmes to promote equity in sport and recreation and also to fund the sport and recreation.

The Department of Sport and Recreation in South Africa aims to improve the quality of life of all South Africans by promoting participation in sport and recreation in the country, as well as through the participation of sports people and teams in international sporting events. The Siyadlala Mass Participation Programme (SMPP) forms the basis of community sport in South Africa. The programme was launched in 2005 to facilitate access to sport and recreation for as many South Africans as possible, especially those from historically disadvantaged communities. The ideal is to establish at least one hub in every ward in every municipality across South Africa. In 2005, the Ministries of Education and Sport and Recreation signed a partnership agreement to resuscitate and revitalise school sport and Physical Education programmes. The focus is on capacity building, provision of sports equipment for use at events, a sustainable programme for supporting local sports assistants and local leagues, and provision of logistical support (www.southafrica.co.za/about-south-africa/sport-and-recreation).
2.4 The legislative framework in South Africa for sport and recreation.

2.4.1 The national level

The National Sport and Recreation (1998) was formulated to provide for the promotion and development of sport and recreation in South Africa. The Act (1998) determines the sport and recreation policy after consultation with or after consideration of proposals made by the Sport Confederation in so far as high-performance sport is concerned, and formulates the general policy to be pursued regarding sport and recreation. The policy determined by the Minister does, among others:

- confirm the roles and responsibilities of the various role players in sport and recreation to ensure that all efforts are co-ordinated in an efficient manner
- keep the focus on the administration of sport and recreation, as well as developing a volunteer corps, to assist in the implementation of the various mass participation programmes, and
- provide funds annually for the creation and upgrading of basic multipurpose sport and recreation facilities subject to the provisions of Section 10 and according to priorities as determined by Sport and Recreation South Africa in consultation with provincial and local government and relevant sport or recreation bodies, (Act 18/2007).

The National Sport and Recreation Plan (2011) was formulated within the framework of non-sexist and democratic principles as enshrined in the constitution (1996). In this regard sport and recreation is seen as an integral part of the transformation of society. Although stakeholders are allocated various responsibilities in the National Sport and Recreation Plan, the Minister will remain the custodian of sport and recreation in South Africa. The Minister has the legislative powers to oversee the development and management of sport and recreation in the
country. The Minister is therefore the principal authority of government with regard to all sport and recreation matters.

The apartheid era in South Africa, which ended in 1994 when the country held its first ever democratic elections, was characterised by numerous discriminatory laws and practices based on race. The vast majority of Blacks did not have equal access to competitive or recreational sport opportunities at school or at community levels. This was done through the dedicated leadership and work of organisations such as the South African Council on Sport (SACOS), the South African Non-Racial Olympic Committee (SANROC) and the National Sport Congress (NSC) (National Sport and Recreation Plan 2011).

2.4.2 Policies and plans relating to sport and recreation.

The purpose of the White Paper on Sport and Recreation (2011) spells out clearly government’s policy on sport and recreation in South Africa. It sets out government’s vision, strategic objectives, policy directives, outcomes and outputs for promoting and providing sport and recreation facilities. In formulating White Paper on Sport and Recreation (2011), cognisance was taken of the strategic environment in which sport and recreation activities are delivered. The effective implementation of government’s policy on sport and recreation also required an appropriate legislative framework White Paper on Sport and Recreation (2011).

The value of sport and recreation as a social connector is one of its most powerful development attributes. Community sport and recreation networks are an important source of social networking, helping to combat exclusion and fostering communities’ capacity to work collectively to open up opportunities and to address challenges. There is substantial evidence to show that sport has the ability to overcome social barriers and empower individuals. It can help to increase social cohesion, and provide opportunities for engagement in community life through voluntary work. The Department of Sport and Recreation in South Africa will continue
to use sport and recreation as a medium to foster social cohesion, as well as better understanding and co-operation among the diverse cultural groups in South Africa, White Paper on Sport and Recreation (2011).

As the National Sport and Recreation Plan (2011) concentrate on the physical well-being of the nation, it will focus on supporting sport and active recreation activities. There is a need to use active recreation programmes as a means to instil citizenship values in young people and to teach them how to make a valuable contribution to their communities. Active recreation programmes should be designed to reach broad sectors of the population, including marginalised groups, affording them access to participation and a share in the wider sporting community. The National Sport and Recreation Plan (2011) recognise the fact that recreation is a significant part of any nation’s culture, leisure time, health, economy and education. The physical activities people engage in, how they are integrated into community life, the values expressed through them and how they are celebrated, helps to define individuals, groups, communities and ultimately a nation. Innovative campaigns targeting the inactive sectors of our society will promote participation in sport and recreation by initiating and implementing targeted campaigns. Employees without the opportunity to participate in wellness programmes may develop serious illnesses and could find themselves disabled in the long term or be forced to cease work National Sport and Recreation Plan (2011).

2.4.3 Provincial Legislation, Plans and Programmes: Gauteng Province.

Gauteng is by far the smallest of South Africa’s nine provinces. It is 17 010 square kilometres making up a mere 1.4% of the country’s land area. It has the largest population of all the provinces, with 11.2 million people constituting 22.4% of South Africa’s total population. Gauteng was built on the wealth of gold found deep underground with 40% of the world’s reserves, it dominates the South African economy, particularly in the secondary and tertiary
industries. It has two major cities, Johannesburg, the capital city of the province and Pretoria, the capital city of South Africa. The province blends cultures, colours and first and third-world traditions in a spirited mix, flavoured by a number of foreign influences, (Gauteng online:

Gauteng Provincial Government has the following departments: Agriculture, Rural and Social Development, Community Safety, Economic Development, Education, Finance, Health, Infrastructure Development, Local Government and Housing, Roads and Public Transport and Sport, Arts, Culture and Recreation. These ensure that provincial government is able to deliver its mandate. The mandate of the Department of Sport, Arts, Culture and Recreation (SACR) is to ensure access, increased participation and transformation of the sport, arts, and culture and recreation sectors in a manner that yields optimal socio-economic benefits for all in the province. The department’s vision is to develop Gauteng as a vibrant home of champions where sport, arts, culture and recreation promote nation building, foster social cohesion, stimulate economic growth and ensure sustainable livelihoods in skilled, active and healthy communities, (Gauteng online: http://gautengonline.gov.za/Government/Pages/Department.aspx(2012).

2.4.4 Provincial legislature.

The mandate of the Department of Sport, Arts, Culture and Recreation (DSACR) is drawn directly from Schedule 4 and 5 of the Constitution, (1996) which describes the functional areas of exclusive provincial legislative competence. In response to this mandate, the aim of the Department of Sport, Arts, Culture and Recreation is tasked to ensure access, increased participation and transformation of the sports, arts, culture and recreation sectors in a manner that yields optimal social and economic benefit for all in the province, while promoting nation
building and fostering social cohesion among its people, (Department: Sport, Arts, Culture and Recreation. Strategic Plan, 2009-2014).

The White Paper on Sports and Recreation (2011) outlines different levels of participation, as well as the developmental areas which are contributed to by various stakeholders. The Gauteng Employment, Growth and Development Strategy (GEGDS) reflects the Gauteng Provincial Government’s commitment to ensure socio-economic growth and development which can be monitored and evaluated in terms of socio-economic transformation, good governance, accountability and transparency. The strategy includes increased government support to and investment in targeted economic growth sectors of which some have a direct relevance to the Department of Sport, Arts, Culture and Recreation.

2.4.5 Plans and programmes

The Gauteng Integrated Sport Development Strategy aims to ensure that the Gauteng Provincial Government invests in and supports the sector by promoting access, equity and redress. It also aims to facilitate co-operation, partnership and integration among all spheres of government, relevant line function departments, as well as other sectors of society that target or benefit communities. The department through the mass participation programme will implement a number of recreational programmes ranging from adventure courses for youth at risk, sport for safety programmes, cluster festivals, fun runs, fun walks, marathons, sixteen (16) days of activism programmes, indigenous games, capacity-building programmes, gymnastrada, holiday programmes and golden games. The golden games will be introduced at most, if not all, old age homes in the province to encourage long life and a healthy life style, in partnership with the Department of Health and Social Development, and the Department of Sport, Arts, Culture and Recreation. (Gauteng Province. Revised Five-year Strategic Plan, 2009 – 2014).
According to this plan, DSACR Revised Five-Year Strategic Plan, (2009 – 2014) school at which sport is offered will increase from 350 schools to 470 schools in Gauteng. Cluster co-ordinators will be appointed will be funded by the National Department of Sport and Recreation. The department in partnership with the Department of Education will co-host a number of national and international events together with Sport and Recreation South Africa and the Confederation of School Sport Associations of South Africa (COSSASA), depending on specific agreements among the various stakeholders. District, regional and provincial school sport civil society structures will be established to ensure the efficient delivery of school sport programmes.

As part of the Sport Development and Co-ordination programme research will be conducted on of new strategies in coaching and scientific support. The department will also establish a provincial coaching forum/ commission to improve the standard of coaching in the province. A sport development plan for Gauteng will be developed and implemented to complement the targeted approach on sports development. The province will continue to host international events especially after the successful hosting of the 2010 FIFA World Cup. Partnership Strategies will be secured and implemented from external funding for government initiatives. It is imperative that the department builds strategic partnerships with key role players to heighten the impact of government initiatives. (DSACR Revised Five-Year Strategic Plan, 2009 – 2014)

2.5 Provision of sport and recreation facilities: the City of Tshwane Metropolitan Municipality (CTMM)

The city of Tshwane is classified as Category A Grade 6 Urban municipality by the Municipal Democratic Board in terms of the Local Government Municipal Structures Act 117 (1998) The municipality that was established on 05 December 2000 comprises various municipalities and
councils that had previously served the greater Pretoria area and surrounding areas. It covers 6 368 km2 of Gauteng Province’s 19 055km2 and stretches almost 121km from east to west, and 108 km from north to south making it the third largest city in the world in terms of land area, after New York and Tokyo. It has 105 wards, 210 councillors and about 2, 5 million residents, and is divided into seven regions, namely: North West, North East, Central, Southern, Nokeng tsa Taemane (Cullinan), and Eastern and Kungwini (Bronkhorspruit) regions. (City of Tshwane. Online: http://www.tshwane.gov.za/About Tshwane/Pages/City-of-Tshwane-in-a-Nutshell.aspx 2012).

Furthermore, the City of Tshwane aspires to become the leading African capital city of excellence that empowers its community to prosper in a safe and healthy environment. To realise this objective, the City of Tshwane aims to enhance the quality of life of all the people in the City of Tshwane through a developmental system of local government and the delivery of efficient, effective and affordable services. More specifically, it has designed a five-year plan and programme of action namely the Integrated Development Plan 2011 to 2016, to develop and grow Tshwane into a prosperous City where all residents are able to enjoy a good quality of life (City of Tshwane Online: http://www.tshwane.gov.za/AboutTshwane/Pages/City-of-Tshwane-in-a-Nutshell.aspx 2012).

2.5.1 Vision and Mission Statement of City of Tshwane Metropolitan Municipality

**Vision** - Tshwane – the African capital city of excellence

**Mission** - to ensure a sustainable quality of life for all people in Tshwane through a developmental system of local government and delivery of efficient, effective and affordable services.
The city serves the citizens of Tshwane through the following departments: Agriculture and Environmental Management, City Planning and Development, Corporate and Shared Services, Economic Development, Emergency Services, Health and Social Development, Housing and Human Settlement, Financial Services, Metro Police, Public Works and Infrastructure Development, Sports, Recreation, Arts and Culture as well as Transport and Roads. The Department of Sport, Recreation, Arts and Culture address the city with recreation and education in the city through two divisions: Departmental Policy and System Management and also Departmental Events and Programme Management. The Department of Sport, Arts, Culture and Recreation focuses on the following:

- to provide the best possible sport and recreation facilities and services to all people in Tshwane to enhance their quality of life.
- to focus on promoting the development, conservation and maintenance of the arts, culture and heritage of the city by making it a world-renowned cultural city, and
- to provide community library and information services that contribute to the development and education of all the residents of Tshwane.

2.5.2 Plan and Programme for the City of Tshwane

According to the Integrated Development Plan 2011 to 2016 the City of Tshwane has implemented a range of projects to address the community strategic and technical needs of the city. Departments are required to communicate the location of planned projects, so that communities will know about the projects that will benefit them. One of the priorities of the city is to address development issues in those communities a need exists due to backlogs in infrastructure and service provision.

This Plan also states that, the Division of Departmental Events and Programme Management is responsible for hosting specialised events and programmes relating to sport, arts and culture.
The City Planning Department is responsible for determining the development direction of the city. The Environmental Management Division of City of Tshwane is responsible for promoting ecological integrity through the protection, utilisation and enhancement of natural and open spaces by incorporating environmental considerations into the sustained management and development of the city. The need for the development of cemeteries, parks and recreation facilities is considered annually and maintenance is ongoing. Facilities provided include parks, traffic islands and cemeteries. The criteria for the development of parks is based on the needs of the community, completion of a partly developed facility, prominence, reduced maintenance costs, existing natural assets and suitable size (Integrated Development Plan 2011 - 2016).

2.6 Theoretical framework informing management of Benefit-Based Management (BBM) and Cost-Benefit Management (CBM)

2.6.1 Benefit-based Management.

The sole purpose of land management is to provide benefits for all the people. Benefits-based Management (BBM), a new and evolving recreation management framework, targets hard to measure benefits in an attempt to define more clearly the outcomes of recreation initiatives. Within BBM, a benefit is defined as an improved condition or state of an individual, a group of individuals, a society or even non-human organisms. While the beneficial outcomes of recreation and leisure are becoming more widely documented and programmes to facilitate positive outcomes for participants in urban recreation and although sports activities are more widely developed, managing public lands for recreation benefits is a relatively new idea, Stein & Lee, (1995).
Benefits-based Management widens the concept of experience-based management to consider not only individual benefits, but also social, economic, and environmental benefits. To provide opportunities for participants to achieve desired benefits, managers need to have some knowledge of the relationship between formulating characteristics and desired beneficial outcomes. A critical element in the application of benefit-based management is an understanding of the role of the provider or recreation manager in providing opportunities to benefit recreation customers. This requires knowledge of the relationships between benefits and the activities and formulating characteristics that could facilitate realisation of those benefits Stein and Lee (1995).

Borrie & Roggenbuck (1995), maintain that a BBM approach focuses on the effects of a recreational activity, rather than on the activity itself. However, Benefit-based Management is an attempt to reverse this trend by providing a clearer understanding and documentation of the recreation management process and outcomes, and by giving the community a voice in the planning process. It also aims to identify the unmet needs of the community, to develop specific time-bound management objectives that guide planning and programming to help to meet these needs, and then to assess the outputs, or social benefits, of an agency’s management. The successful classes and programmes of a previous year are generally as de-facto policy for further years. Decision-making processes focus on the provision of recreation activities and on the number of people who participate in them. Facilities, staff abilities and resource constraints also determine which activities are offered. BBM goes beyond simple demand for park and recreation opportunities, because it looks at the needs of the people rather than just at what they demand.

BBM seeks to understand not only individual on-site beneficial experiences, but also the off-site benefits, which accrue to individuals, society, the economy and the environment from the provision of public recreation opportunities, Anderson et al., (2000). A benefit can be viewed
at as the value-added portion of a community’s role as tourism provider for persons residing in nearby uncultivated land. According to BBM, benefits can be associated with one of four general categories: personal, societal, economic and environmental. The causality chain describes the temporal nature of benefit accrual and helps to explain the relationships between short-term and long-term benefits and the corresponding connection between on-site beneficial experiences and off-site benefits. Incorporating all four types of benefits into recreation resource management aligns well with the holistic approach described within the ecosystem management literature, Anderson, et al., (2000).

Bruns et al., (1994) stipulate that, applications for BBM include clarifying visitor demands and needs, promoting sound resource allocation decisions, optimising management by clarifying outputs, enabling consumers to exercise greater sovereignty in their leisure decision-making, facilitating closer working relationships among a diversity of recreation-tourism partners and advancing leisure theory and the leisure industry. BBM builds on existing managerial frameworks rather than replacing them, because it expands the frame of reference for experience-based management by planning for improved conditions over time and by explicitly specifying the desirability of the managerial outputs or results which are defined as benefits.

2.6.2 Cost-Benefit Management Approach

According to Dasgupta & Pearce (1972), the idea of Cost-benefit Analysis (CBA) is to decide on the worth of project involving public expenditure. It is necessary to weigh up the advantages and disadvantages. The province of cost-benefit is usually confined to public projects because the advantages and disadvantages are defined in terms of social gains and losses. Cost-benefit Analysis (CBA) purports to be a way of deciding what society prefers, but only one option can be chosen from a series of options, CBA should inform the decision-maker which option is socially preferable. It is always open to the decision-maker to weigh up the results of a CBA
against other objectives. A recorded preference pattern might be heavily weighted in favour of the preferences of the wealthy, or those in a certain social class or even a geographical region. The role which CBA plays in decision-making will depend determined partly by the extent to which its objective function coincides with that of the decision-making body.

The general criterion for evaluating a public investment project using CBA is allocative efficiency. It follows that a change in gross national product is the sole measure of change in social welfare. The employment of CBA, with its emphasis on efficient use of resource, does not necessarily appeal to politicians or to bureaucrats with a vested interest in particular spending programmes. But the decision-makers may also have to become increasingly interested in situations in which account has to be taken of the evaluation of costs and benefits accruing to individuals from a regional or local point of view, especially if the regional or local authorities are going to be called upon to finance particular investment projects Wolfe (1973).

Public forest lands can produce woods, water, forage, wildlife habitat and recreational opportunities. As the demand for each of these products grows, the necessity to make rational resource allocation decisions increases. Given the demand for the recreation service output, a shift in supply caused the demand curve for a visit to be shifted and or the value of a visit to be changed. As a guide to determining the relevant recreation service outputs or characteristics to consider in assessing demands, it is useful to consider psychological studies which examine the components of satisfaction that participants obtain from recreational activities. This implies that such participants would favour for certain characteristics that would affect their demands for, and choices of, recreation sites. To enhance the levels of satisfaction they derive from the challenge itself, other scenic, aesthetic, and social aspects of the experience may contribute to it to greater or lesser degree. However, these other factors probably do not contribute to levels of satisfaction in a linear fashion, but rather interact with the probabilities for an access, Peterson & Randall (1984).
Wildavsky (1966) states that, the purpose of Cost-Benefit Analysis is to secure an efficient allocation of resources produced by the governmental system in its interaction with the private sector. The aim of CBA is to maximise the present value of all benefits and to subtract all the costs, subject to specified restraints. When all the costs and benefits have been evaluated, the usual procedure is to estimate the installation costs of the project and spread these over time. The next step involves estimating the average value of the output by considering the likely number of units produced each year and their probable value in the market place of the future. These time streams of costs and benefits are discounted obtain the present value of costs and benefits.

CBA is based on superiority in the market place, in competitive conditions and full employment, as the measure of value in society. The economic model on which CBA depends for its validity is based on political theory. The idea is that in a free society the economy is to reveal individuals’ consistent preferences and to pursue these rationally in the market place. Governments are should neither dictate preferences nor make decisions. This individualist theory assumes as valid the current distribution of income. Projects of different size, location and composition will transfer income to different people, Wildavsky, (1996).

Wildavsky, (1996) also asserts that, CBA is a way of trying to advance economic welfare. The literature on welfare economics is notably unable to specify an objective welfare function. The analyst needs not only to compute the new inputs and outputs, but also the costs and benefits for each group about whom the public authorities are especially concerned. Income redistribution in its most extreme form would result in a complete levelling or equalling of incomes. Since the distribution of income is at stake, it is not surprising that beneficiaries tend to dominate investment decisions in the political arena and steadfastly refuse to pay for what they receive from government tax revenues. In addition to redistributing income, public works projects have a multitude of objectives and consequences. Projects may generate economic
growth, alleviate poverty among some people, provide aesthetic enjoyment and opportunities for recreation, improve public health, reduce the risks of natural disaster, alter travel patterns, and affect church attendance and change educational opportunities.

Tax-costs in terms of taxpayer sacrifice cannot be determined unless cardinal utility schedules are compared and known. Evaluation is easy where the goods provided are in the nature of private goods, and provision is through public sale, in which case benefits can be measured by market price. The theory of public enterprise that entails selling private goods and producing without externalities does not belong in the domain of public finance. At the same time, CBA, even if based on arbitrary evaluations of final benefits, may be helpful. When considering the benefit as the dependent variable, the analysis may provide a formula for how high evaluation must be to justify the outlay. The intermediate social good has the same characteristics of non-rival use, as has the final good, but this non-rival use is now done by producers rather than consumers, Musgrave & Musgrave, (1989).

### 2.7 Importance and benefits of recreation

Recreation facilities that can be indoor or outdoor structures exist in two broad categories of structures namely natural environments and man-made structures Mull, Beggs & Renneisen, (2009). Parks and recreation programmes are excellent inducements to physical activity and help to cultivate life-long fitness habits (Conejo Recreation and Park District Draft Master Plan 2010). The following is a list of benefits of a recreation and park district for humans and human development.

#### 2.7.1 The social benefits

Parks are a tangible reflection of the quality of life in a community. They revealed the identity of citizens and are a major factor in the perception of quality of life in a given community. Also
they provide gathering places for families and social groups, as well as for individuals of all ages and economic status, regardless of their ability to pay for access (http://recreation.eku.edu/importance-parks-and-recreation).

Furthermore they reduce crime because park like surroundings increase neighbourhood safety by alleviating mental fatigue and tempering feelings of violence and aggression that could occur.

Parks encourage volunteerism because companionship and friendships developed and fostered during leisure participation and perceived availability of social support generated by leisure engagement help people to cope with excessive life stress and thereby encouraging people to maintain or improve health (Conejo Recreation and Park District Draft Master Plan 2010).

2.7.2 Economic benefits

Parks and recreation facilities generate money for the local economy. There is a positive relationship between proximity to parks and residential property value when parks/ open spaces are well-maintained and secure. Overall quality of life and pleasant environment, including recreation opportunities, are important factors in decisions by businesses on location. Organised events held in public parks often have substantial positive economic impact on communities. They increase output, bargain tax revenue, and create jobs, both through budgetary expenditure, and indirectly through affiliated organisations that use the facilities, (http://recreation.eku.edu/importance-parks-and-recreation) & (Conejo Recreation and Park District Master Plan: 2010).
2.7.3 Health and environmental benefits

Parks and recreation facilities are the places that people go to stay healthy and get fit. Parks and protected public lands have been proved to improve water quality, protect ground water, prevent flooding, improve the quality of the air we breathe, provide vegetative buffers to development and to provide a place for children and families to connect with nature and enjoy outdoor recreation http://recreation.eku.edu/importance-parks-and-recreation (2010).

Use of parks and facilities has the following advantages:

- reduces obesity- there is need for communities to be provided with adequate parks and recreation opportunities because the benefits of increased physical activity are recognised.
- diminishes the risk of chronic diseases such as heart disease, diabetes, cancer and osteoporosis. People who engage in regular physical activity benefit from reduced risk of premature death, reduced risk of coronary heart disease, hypertension and colon cancer. Improved maintenance of muscle strength, joint structure, weight loss and favourable redistribution of body fat and improved functions are advantages.
- reduces significantly the chance of developing heart problems. Those who do not exercise are twice as likely to have coronary heart disease.
- boosts immune system and increases life expectancy. There is a 23% reduced risk of upper respiratory tract infections for people who are active compared to those who are not. Recreation areas can play an important role in combating the rise of obesity by making it easier to get daily exercise. It is a known fact that, every hour you spend exercising increases your life expectancy (Conejo Recreation and Park District Master Plan: 2011).
In addition, there is a need to present active recreation programmes as a means to develop citizenship values in young people and to teach them how to make a valuable contribution to their communities. Recreational opportunities provide personal benefits such as self-fulfilment and meaningful personal relationships, as well as social benefits that include improving social integration, developing community spirit and cultural identity (National Sport and Recreational Plan 2011).

According to Government Communications (GCIS), (2010) the Federation of International Football Association (FIFA) World Cup 2010 which was hosted for the first time in Africa was a success. The legacy left by this international event is a lasting one that will be enjoyed by generations of South Africans for many decades, long after the World Cup. Government signed guarantees to grant FIFA the right to host its spectacular show on African soil. These guarantees included the delivery of infrastructure and logistics, reliable policing, justice, finance and tax exemption, as well as immigration services.

South Africa has always viewed the hosting of the World Cup not as an end in itself, but rather as an opportunity for development whose benefits would be felt long after the tournament. For this reason national government spent R30 billion on transport, telecommunications infrastructure, as well as stadiums-building six new ones and upgrading another four.

The Minister of Sport and Recreation Mr Fikile Mbalula (2012) in his media statement cited that, since the invitation from the International Olympic Committee to re-join the family of sporting nations in 1991, South Africa has always strived to achieve against great odds. South Africa took part in 2008 in the Beijing Olympics and in the 2012 London Olympic games. The Olympic Games is a major sporting event that offers a country not only an opportunity for its athletes to showcase their skills, but also offers an opportunity to market the country in speeding up socio-economic growth and the development of people. Starting at school, the
Department of Sport and Recreation will be implementing the National Sport Plan, as an integrated and coherent plan to identify, nurture and develop athletes. Transformation plays an important role in sport in South Africa. This entails access to sport and ensuring that poorer communities also have the opportunities to excel in sport (http://www.sasr.gov.za/pebble.asp?relid=1502-18-10-2012).

This study will pursue the Benefit-based Management (BBM) approach. BBM aims to identify the needs in a community and to develop specific time-bound management objectives. These will inform planning and programming to meet these needs, and then to evaluate the outputs or societal benefits. It focuses on the positive outcomes of engaging in recreational activities. This BBM approach is an attempt to reverse the present trend by providing a clearer understanding to and documentation of the recreation management process and outcomes. In this way the community will have a voice in the planning process. Although it is still a management and research task, the focus is shifting from expert-driven, generalised policy decisions and planning objectives to more specific local concerns.

2.8 Conclusion

This chapter provided the historical background to recreation facilities in South Africa. Also included was legislation in the Department of Sport and Recreation prior to 1994 and to date, as well as on the provincial legislation and plans and programmes that involved the communities in the Gauteng province and specifically the provision of recreation facilities by City of Tshwane Metropolitan Municipality. Lastly the recreation managers will inform of the Benefit-based Management (BBM) and Cost–benefit Management (CBM). Chapter three will focus on research design and methodology, the unit of analysis, ethics and limitation of study.
CHAPTER 3

3. RESEARCH DESIGN AND METHODOLOGY

3.1 Introduction

This chapter outlines the research design and methodology of the study. It provides the key research question that will determine what type of study will be undertaken in order to provide acceptable answers to the research problem, the unit of analysis, ethical considerations and the limitation of study. Data collection method/ techniques, sampling and other related matters will be explained briefly.

3.2 Research design and methodology

Research design addresses the planning of scientific inquiry as well as designing a strategy to finding out answers. Although the details vary according to what one wishes to study, two major aspects of research design which specify clearly what the researcher wants to find out and what the best way will be Babbie & Mouton (2007). Research design describes the type of study a researcher will conduct after having formulated the research problem. Research design should produce the evidence or data to answer research question. Scientific inquiry entails making observations and interpreting what the researcher has observed while research design is all about planning, as well as the researcher’s need to determine what he/ she is going to observe and analyse. A research design is a plan or blueprint of how you intends conducting the research for the study Mouton, (2001).

According to Bless, Higson-Smith & Kagee, (2006), research design relates directly to the testing of an hypothesis. It is a specification of operations to be performed to test specific hypothesis under prescribe conditions. Kumar, (2011) defines a research design as a procedural
plan that is adopted by the researcher to answer questions validly, objectively, accurately and economically. Through a research design, the researcher makes own decisions and communicates to others the decision on which study design will be identified, how to collect information from respondents, how to select respondents, how information is going to be collected and analysed and how the findings will be communicated.

In addition, research design is a strategic framework for action that serves as a bridge between the research questions and the execution or implementation of the research Terre Blanche, Durrheim & Painter, (2006). Creswell, (2009) refers to research design as the plan or proposal to conduct research. It involves the intersection of philosophy, strategies of inquiry and specific methods. Henning, van Rensburg & Smit, (2005) state that, research designs are tailored to address different kinds of questions. A researcher selects methods and a research genre that will not only suit the research question optimally, but will also be an indication of the researcher’s knowledge of how language makes meaning, what role theory plays in interpretation and understanding, and how ideology and politics manifest in the study. A case study design will be used for this study.

A case study, according to Yin, (2009), can be used in many situations, mainly to contribute to our knowledge of individuals, groups, and organisational, social, political, and related phenomena. The case study has been a common research method in psychology, sociology, political science, anthropology, social work, business, education, nursing and community planning. The case study method allows investigators to retain the holistic and meaningful characteristics of real-life events, such as individual life circles, small group behaviour, organisational and managerial processes, neighbourhood changes, school performance, international relations and the establishing viable industries.
A case study implies that a particular individual, programme, or event is studied in depth. The investigation is focused on this aspect for a defined period of time. The researcher collects extensive data which often include observations, interviews and documents, as well as past records and audio-visual materials. In many instances, a researcher may spend an extended period of time on site and interact regularly with the person or people being studied. A case study helps the researcher to make comparisons, build theory and or propose generalisations. Case studies as normally practised can yield valuable scientific information when they take place in settings where many variables are measured at the post test, contextual knowledge is already rich, even if impressionistic and intelligent presumptions can be made about what this group would have been like Babbie & Mouton, (2007).

Research methodology refers to the coherent group of methods that complement one another and that have the goodness of fit to deliver data and findings that will help to answer the research question and suit the research purpose. Data collection methods and analysis will also be coherent because the researcher has investigated them and has made sure that they are compatible, Henning, Van Rensburg & Smit, (2005).

According to Babbie & Mouton, (2007) research methodology includes the types of measurement, sampling, data-collection and data analysis methods that researchers employ in a particular type of study, as well as the sequence in which they are employed. Furthermore, methodology is determined by the research problem and the kind of information that is required to address that problem.

Qualitative research methodology is employed in this study.
3.2.1 Qualitative research methodology

Leedy & Ormrod, (2012), assert that qualitative researchers often formulate general research problems and ask general questions about the phenomenon they are studying. Because qualitative researchers tend to pose open-ended questions at the beginning of an investigation, they sometimes have difficulty identifying ahead of time the precise methods that they will use. Qualitative studies will typically use qualitative methods to gain access to research subjects, qualitative methods of data collection and qualitative methods of analysis Babbie & Mouton, (2007).

The qualitative researcher’s emphasis on studying human action in its natural setting and through the eyes of the actors themselves, together with the emphasis on detailed description and understanding phenomena within the appropriate context, suggest what type of designs will be methodologically acceptable Babbie and Mouton, (2007: 278).

Leedy & Ormrod, (2012) further state that qualitative research studies typically serve the following purposes:

- **Description.** They can reveal the nature of certain situations, settings, processes, relationships, systems and or people.

- **Interpretation.** They enable a researcher to gain new insights into a particular phenomenon, to develop new concepts or theoretical perspectives about the phenomenon, and to discover the problems that exist within the phenomenon.

- **Verification.** They allow a researcher to test the validity of certain assumptions, claims, theories, or generalisations within real-world contexts.

- **Evaluation.** They provide a means through which a researcher can judge the efficacy of particular policies, practices or innovations.
In this study, the qualitative approach is used because it defines the behaviour being studied in a precise, concrete manner so that the behaviour is easily recognised when it occurs. It also divides the observation period into small segments and then records whether the behaviour does or does not occur during each of the segments.

3.3 The unit of analysis

The unit of analysis refers to the ‘what’ of the study, namely what object, phenomenon, entity, process or even the researcher is interested in investigating Babbie & Mouton, (2007). In socio-scientific research, there is virtually no limit to what or whom can be studied, or the units of analysis. The unit of analysis is the person or object from whom the social researcher collects data. The data from such a unit can only describe that unit, but when combined with similar data collected from a group of similar units, the data provide an accurate picture of the group to which that unit belongs, Bless, Higson-Smith & Kagee, (2006).

Possible units of analysis have been identified according to Bless, Higson-Smith & Kagee, (2006), these include:

- **individuals** – are the most common unit of analysis. In this case, the researcher investigates the conditions, orientations or actions of a group of individual people.
- **groups of people** – in the study where the unit of analysis involves more than one person. These are studies of siblings and identical twins, marital relationships, family functioning and small group functioning. An entire group constitutes one unit and can be compared to another group.
- **organisations** – with formal structures this particular kind of group is often used as the unit of analysis in social research. In this case, questions of interest might relate to proportions of employees from different social groups, organisational structure, and profit and communication channels.
• period of time – occasionally used as unit of analysis when a researcher may wish to determine whether there is a systematic change in infant mortality in a given community over a twenty-year period, or how much rain falls each month over a year.

• social artefacts – are the products of social beings that can be anything from poems and letters to automobiles and farming implements. A systematic analysis of such artefacts may provide valuable information on the individuals and groups that created or used them.

The unit of analysis is the City of Tshwane: Department of Sports, Recreation, Arts and Culture. This Department provides the City with Recreation and Education via two broad divisions namely:

• sport, recreation, arts and culture policy and systems development, and library and information policy and systems development. This division is responsible for adding value to living in Tshwane by providing high quality recreational services and facilities.

• sports, recreation, arts and cultural events and programme development, and library and information events and programme development. It is responsible for organising / hosting specialised events and programmes relating sport, art and culture.

3.4 City of Tshwane management and departmental administration

City of Tshwane Management and City Departments are municipal administrations that govern the public by democratic values and principles. The democratic values and principles enshrined in the Constitution (1996) include the following:

• A high standard of professional ethics needs to promoted and maintained.

• Efficient, economic and effective use of resources must be fostered.

• Public administration has to be development-oriented.
• Services must be provided, fairly, equitably and without bias.
• Public administration must be held accountable.
• Transparency must be fostered by providing the public with timely, accessible and accurate information.
• Sound human resource management and career-development practices, to maximize human potential must be embraced.
• Public administration employees must be broadly representative of South African people, with employment and personnel management based on ability, objectivity, fairness and the need to redress the imbalances of the past to achieve broad representivity.

The organisational structure for the Department of Sport, Recreation, Arts and Culture: Tshwane Metropolitan Municipality consists of one City Manager from the Department of Sport, Recreation, Arts and Culture. Four Deputy City Managers, three Strategic Executive Directors as well as three Executive Directors from three divisions. First Division: Sport, Recreation, Stadium and Facility Development. Second Division: Culture and Library Services. Third Division: Library and Information Services. Section: Sport and Cultural Services, one Director. four Sub-section: four Deputy Directors, three HODs, three HR Officers, one Management Support Officer, two Senior Administration Officers, five Administration officers and two general workers.

3.5 Population and sampling

Sampling is the process of selecting a few from a bigger group to become the core group for estimating or predicting the prevalence of hitherto unknown piece of information, situation or outcome relating the bigger group. Through sampling a researcher can arrive at an estimate about the actual situation prevalent in the total population from which the sample has been
drawn, Kumar, (2011). According to Bless, Higson-Smith & Kagee, (2006), sampling is the
scientific foundation of this everyday practice. It is a technical accounting device to rationalise
the collection of information, to choose in an appropriate way the restricted set of objects,
persons, and/ or events from which the actual information will be drawn.

According to Leedy & Ormrod, (2012), common to all qualitative studies is a need to identify
an appropriate sample from which to acquire data. Another feature that most qualitative studies
share is heavy reliance on observations, interviews or both as a source of data. Bless, Higson-
Smith & Kagee, (2006) assert that population is the entire set of objects or people which is the
focus of the research and from which the researcher wants to determine characteristics. Babbie
& Mouton, (2007), maintain that a population is the theoretically specified aggregation of study
elements. A study population is that aggregation of elements from which the sample is actually
selected.

3.5.1 Two types of sampling methods.

Probability or random sampling and non-probability sampling

3.5.1.1 Probability or random sampling.

This sampling occurs when the probability of including each element of the population can be
determined. It is thus possible to estimate the extents to which the findings are based on the
sample are likely to differ from what would have been found if the whole population had been
studied. The researcher is able to estimate the accuracy of the generalisation from sample to

3.5.1.2 Simple random sampling

Simple random sampling is a sampling procedure which provides equal opportunity of
selection for each element in a population. The symbol for each unit of the population can be
names of participants, written on identical pieces of paper, or a number can be assigned to each participant.

**3.5.1.3 Interval or systematic sampling**

This technique is based on the selection of elements at equal intervals, starting with a randomly selected element on the population list. This sampling procedure is simpler and quicker than the use of random numbers.

**3.5.1.4 Stratified random sampling**

The principle of stratified random sampling is to divide a population into different groups, called strata, so that each element of the population belongs to one and only one stratum. Then within each stratum, random sampling is performed using either the simple or the interval sampling methods. Stratified sampling, on the other hand, by preserving proportions even of very small samples, will allow for any small minority to be properly represented.

**3.5.1.5 Cluster or multi-stage sampling**

The principle underlying multi-stage sampling is to start by sampling a population which is less general than the first one; and at the second stage, on the basis of the first sample a new population is considered, one which is less general than the first one, and a new sample is subsequently determined. Even if a complete list of populations can be compiled directly, multi-staged sampling can cut down expenses firstly, by reducing the cost of compiling long lists and secondly, by reducing travel expenses necessary when respondents are spread over a large area. A cluster sampling reduces traveling costs and time and allows for careful planning of the data-collection process. For this study a simple random sampling technique was used.
3.6 Data collection

According to Leedy & Ormrod, (2012), data are manifestations of a reality. Research seeks, through data, to discover underlying truths. Bless, Higson-Smith & Kagee, (2006), opine that, data are facts expressed in the language of measurement. Data can be classified according to the way in which the information was collected or in terms of its intrinsic properties. The construction of a research instrument is the first practical step in carrying out a study. Then the researcher needs to decide how data are going to be collected for the proposed study and then construct a research instrument for data collection Kumar, (2011).

Data may be gathered using a variety of data-collection methods. It is imperative that the researcher documents and the data collection process as accurately in as much detail as possible. When there is the possibility that survey data might be utilised in future for secondary data analysis, it is essential that every aspect of the survey is meticulously documented and recorded Mouton, (2001). One of the most common method is field studies where the researcher enters a selected setting to gather data, often through the use of observation or interviews, Gray, (2009).

According to Leedy & Ormond, (2012), researchers often use multiple forms of data in a single study. They could use observation, interviews, objects, written documents and audiovisual materials, as well as electronic media such as e-mail and internet websites. Remler & Ryzin, (2011) maintain that, after pre-testing and interviewer training, large-scale data collection can begin in earnest. At this stage, much depends on the particular survey method. This could involve intercept interviewing, house visits, telephone calling, mailing of questionnaires, or e-mailing survey invitation.

Techniques of data collection according to Bless, Higson-Smith & Kagee, (2006) include the following:
3.6.1 Observation

Observation must be pursued in a systematic way, following scientific rules, if usable and quantifiable data are to be obtained. Participant observation is a very demanding way of gathering data and may involve extended periods of residence among respondents. As observation serves a clearly formulated research purpose, it must be planned systematically and specify what and how to observe. Observations should be recorded in a systematic, objective and standardised way. Also observation should be subjected to control to ensure a high level of objectivity.

3.6.2 Interviews and questionnaires

An interview involves direct personal contact with respondents, each of whom is asked to answer questions relating to research problems. One way of getting people to express their views is the non-scheduled interview, which requires asking respondents to comment on broadly defined issues. The non-scheduled interview is very useful in exploratory research where the research questions cannot be narrowly defined. A non-scheduled structured interview is structured in the sense that a list of issues for investigation is drawn up prior to the interview. This type of interview is very useful in pilot surveys, because it aids the formulation of accurate and precise questions followed by a representative or even exhaustive, set of possible answers. Lastly, questionnaires can be used without direct personal contact with respondents. These are self-administered questionnaires that are completed by respondents themselves, without the assistance from an interviewer.

3.7 Primary data

Primary data refer to that which researchers collect themselves for the purpose of a particular study. Data collected in this way are most relevant to the aims of the research, since the data
gathering is directed towards precisely the questions raised by the researcher, Bless, Higson-Smith & Kagee, (2006). Primary data include information gleaned from questionnaires filled in by role players, reports and archival documents.

3.8 Secondary data

According to Bless, Higson-Smith & Kagee, (2006), researchers need to use data collected by other researchers, or as part of the usual gathering of social data as in the case of a population census. The adequacy of such data for a particular research problem may not be appropriate, since the purpose of its collection might have been slightly different from the present study. Secondary data consist of published annual reports and articles, current legislation, regulations and documents and relevant journal articles. For the purpose of this study data were collected using both primary data, that are self-administered questionnaires and secondary data comprising official reports and documents.

3.9 Data analysis

Gray, (2009) asserts that, the process of categorising data is important because the statistical tests are used for data analysis will depend on the type of data being collected. Babbie & Mouton, (2007) report that most data analyses today are done by computers, ranging from large, mainframe computers to small, personal microcomputers. Many computer programs today are geared specifically to analysing social science data.

This researcher will use questionnaires as a technique to analyse data. According to Denzin & Lincoln, (2000) data refer the following derives from sources, newspapers, movies, sitcoms, folktales and life histories and also narratives. In fact, most of the archaeologically recoverable information about human behaviour found in text. Babbie & Mouton, (2007) refer to qualitative
data analysis as all forms of analysis of data that were gathered using qualitative techniques, regardless of the paradigm used to govern the research.

Techniques for data collection include free lists, pile sorts, frame elicitations and trait tests, Denzin & Lincoln, (2000). Furthermore they state that, the researcher uses techniques for systematic elicitation to identify lists of items that belong in a cultural domain and to assess the relationships among these items. Free lists are particularly useful for identifying items in a cultural domain. Researchers use paired comparisons, pile sorts and triads tests to explore the relationships among items. In the frame substitution task a researcher asks the respondent to link each item in a list of items to that in a list of attributes.

3.10 Ethical considerations

According to Babbie & Mouton, (2007), ethical issues arise out of our interactions with other people, other beings, and the environment, especially where there is potential for, or there exists, a conflict of interests. Researchers have the right to collect data through interviewing people but not at the expense of the interviewee’s right to privacy. Leedy & Ormrod, (2012) maintains that whenever human beings or other creatures with the potential to think, feel, and experience physical or psychological distress are the focus of investigation, the researcher needs to look closely at the ethical implications of what is being propos. Ethical issues fall into this category protection from harm, informed consent, right to privacy and honesty with professional colleagues.

Ethics in science concerns what is wrong and what is right when conducting of research. Because scientific research is a form of human conduct, it follows that such conduct has to conform to generally accepted norms and values Mouton, (2001). Abiding by ethical research practices helps to prevent research abuse while assisting investigators to honour their responsibilities as ethical scholars. Research ethics places an emphasis on humane and sensitive
treatment of research participants who may be placed at varying degrees of risk by research procedures, Bless, Higson-Smith & Kagee, (2009).

Ethical considerations in research are constantly evolving and changing. It is imperative that researchers keep up to date with the latest thinking on research ethics. Ultimately it is the researcher’s responsibility to ensure that every study meets the highest ethical standards Bless, Higson-Smith & Kagee, (2009). Because ethical issues in social research are both important and often ambiguous, most of the professional associations have created and published formal codes of conduct describing what is considered by them to be acceptable or unacceptable professional behaviour Babbie & Mouton, (2007).

In this study, the ethics of conducting research project were clear and the following ethical requirements were adhered to.

- Voluntary participation. Potential participants were informed that participation in this project was completely voluntary, and that they should not expect any rewards.

- No harm to the participants. The researcher ensured that no injuries could occur regardless of whether participants had volunteered or not.

- Anonymity and confidentiality. The researcher assured participants that information provided would be treated with the confidentiality it deserves. A participant’s responses could not be identified immediately and obviously with his or her name or any other identifier.

- Discontinuation. Participants were given every assurance that they were free to cease their participation at any time without explanation.

- Deceiving subjects. It is useful and even necessary for the researcher to identify himself or herself as the researcher to the interviewees. This was duly observed.
• Quality of research. A researcher has an ethical obligation to develop well-designed projects and execute them with care. A research project that is badly designed or executed will yield results that are of little scientific value. This aspect was duly observed.

• Analysis and reporting. A researcher should report negative findings if they are related to the analysis in any way. A researcher should always adhere to the highest possible technical standards. Data or observations should not under any circumstances be changed. Researcher should at all times be prepared to disclose his /her methodology and techniques of analysis. This practice was duly observed.

3.11 Summary

This chapter described the research design and methodologies, the planning of and the intentions for conducting a research. It explained how to collect information from respondents, how to select respondents and how information would to be analysed, as well as how to communicate the findings. Research ethics were be at all times considered and adhered to. Chapter 4 will deal with questionnaires and interpretation of responses from respondents.
CHAPTER 4

4. RESEARCH RESULTS AND ANALYSIS

4.1 Introduction

This chapter provides the insight on the creation of municipalities and the overview of City of Tshwane: Department of Sport, Recreation, Arts and Culture its policies and strategic plan. How the National Department of Sport and Recreation provides programs and procedures for provincial and local government. Data collection is from City of Tshwane annual reports, 2011 – 2013, legal documents and relevant journal articles and also face to face interview with selected people. Lastly it deals with research results and analysis.

4.2 Overview of Sport, Recreation, Arts and Culture in South Africa and the City of Tshwane (CoT)

The South African Constitution, Act 108 of 1996, provides for three categories of municipalities. The Local Government: Municipal Structures Act, Act 117 of 1998, contains criteria for determining when an area must have a category A-municipality (metropolitan municipality is a municipality that has exclusive municipal executive and legislative authority in its area) and municipalities that fall into categories B (local municipalities that shares municipal executive and legislative authority in an area with a category C municipality within whose area it falls) or C (district municipalities that has municipal executive and legislative authority in an area that includes more than one municipality). The Act also determines that category A municipalities can only be established in metropolitan areas.

City of Tshwane is classified as a category A grade 6 urban municipality by the Municipal Demarcation Board in terms of section 4 of the Local Government Municipal Structures Act, Act 117 of 1998. The Municipality was established on 05 December 2000 through the
integration of various municipalities and councils that had previously served the greater Pretoria regime and surrounding areas. The new City of Tshwane which has a Mayoral Executive System combined with a ward participatory system in accordance with section 2 (g) of the Determination of Types of Municipality Act, 1 of 2000, and section 2(1) (c) (vii) of the North West Municipal Structures Act 3 of 2000, it has 105 wards, 210 councillors and about 2.5 million residents, and is divided into seven regions. As the administrative seat of government and hosting a number of embassies, City of Tshwane has proven to be a leader on the African continent in providing affordable industrial sites, various industries, office space, education and research facilities. (City of Tshwane:www.cityoftshwane.co.za online 29 May 2013).

The city serves the citizens of Tshwane through the following departments: City Planning and Development, Corporate and Shared Services, Economic Development, Emergency Services, Health and Social Development, Housing and Human Settlement, Metro Police, Public Works and Infrastructure Development, Sports, Recreation, Arts and Culture, Transport and Roads, and ICT Management. The purpose of the study is mainly on the Department of Sports, Recreation, Arts and Culture. This department fall under the umbrella of National Department of Sport and Recreation (City of Tshwane:www.cityoftshwane.co.za online).

The functionality of Sport and Recreation South Africa (SRSA) is premised on the constitution of the Republic of South Africa, (1996), which is the Constitution. The constitution affirms the democratic values of human dignity, equality and freedom. In line with these constitutional imperatives, SRSA has been assigned the powers and functions to develop and implement national policies and programmes regarding sport and recreation in the country. The National Sport and Recreation Act (NSRA) also ensure that South Africa contributes to sport, physical education and social development by legislating on sports participation as well as on sport infrastructure. In ensuring this, SRSA has Directorates that deal with facilities, mass
mobilisation, school sport, and scientific support, as required by the NSRA (Sport and Recreation South Africa Strategic Plan: 2012-2016).

The provision of sport, recreation and cultural facilities is essential to holistic service delivery. The city has begun implementing a programme of two parks per ward and piloting a library park for high quality recreational facilities. Developmental programmes aimed at helping to improve literacy levels and inculcating culture of reading within Tshwane was implemented. These include the library week programme, toy library, speech competition and library orientation (City of Tshwane Annual report 2011/12).

4.3. City of Tshwane: organisational structure

4.3.1 City of Tshwane Administration Macro Organisational structure and its functions.

The City of Tshwane Metropolitan Municipality serves its citizens through various municipal departments. The following are the departments within City of Tshwane that ensures that public administration and management is efficiently and effectively implemented. Office of the City Manager as a head of administration of a municipality is subject to the policy directions of the municipal council, responsible to account for the formation and development of an economical, effective, efficient and accountable administration. Equipped to carry out the task of implementing the municipality’s integrated development plan. Operating in accordance with the municipality’s performance management system. Responsive to the needs of the local community to participate in the affairs of the municipality. As Accounting Officer, Municipal City Manager is responsible and accountable for all income and expenditure of the municipality. All assets and the discharge of all liabilities of the municipality, and proper and diligent compliance with applicable municipal manager finance management legislation.
The City of Tshwane Sport, Recreation, Arts and Culture Department is mandated to promote and develop sport, recreation, arts, culture and library services in the Tshwane municipal area of jurisdiction. Such a mandate includes developing, initiating, organising, coordinating, supporting and implementing sport, recreation, arts, culture, heritage, library and information programmes and events in the Tshwane areas.

4.3.2 Directorate of sport, arts and culture its vision, mission and core values

a. Vision

To provide sustainable opportunities for participation, development and capacity building at all levels to the sport fraternity of Tshwane, through innovative leadership.

b. Mission statement

In support of the vision, Tshwane Sport Council will strive to promote, advance and develop sport initiatives in the region. Establish and maintain partnerships locally, nationally and internally for the benefit of sport. Promote high performance sport whilst also providing opportunities for participation in broad based activities and competitions. Develop a facilities provision mode/plan that will address the needs of all communities within the region. Establish Tshwane as the sporting capital of Africa and ensure that good governance is adhered to at all times.

c. The core values

Fair play

Integrity

Passion and commitment

Honesty
Transformation

Accountability

Responsibility and transparency.
4.3.3 Organisational Structure. Adopted from City of Tshwane: Department of Sport, Arts and Culture (2012/14).
4.4 Strategic Executive Director for Department of Sport and Recreation, City of Tshwane

The Executive Director is responsible for the successful leadership and management of the organisation according to the strategic policy set by the board of directors.

4.4.1 Member of Mayoral Committee (MMC): City of Tshwane

The responsibilities of the Members of Mayoral Committee include among others to extend the provision of municipal services and infrastructure, to accelerate economic growth, job creation and social development, by building sustainable communities with clean, healthy and safe environments as well as integrated social services, to strengthen participatory democracy and implement the Batho Pele principles, to promote sound governance and ensure financial sustainability, and to intensify organisational development and transformation. The City of Tshwane takes these pillars into account in an endeavour to maximise its strengths and minimise its weaknesses, thereby making it possible for the City of Tshwane to deliver better and quality services to its residents.

4.4.2 Division of Directorate: Department of Sport, Recreation, Arts and Culture, Management and administration

(a) Department of Sport, Recreation, Arts and Culture

This department endeavours to provide the best possible sport and recreation facilities and services to all people in Tshwane to enhance their quality of life. The focus is on promotion and development, conservation and maintenance of the arts, culture and heritage in the city by making it a world-renowned cultural city. Lastly, the provision of community libraries and information services contribute to the development and education of all the residents of
Tshwane. The core functions of the Department as mandated by the Constitution (1996) are to provide:

Library and information Services

Arts and Culture development

Facilities development

Sport and recreation development

Heritage resources development

Events management

Archival services

(b) Library and information services

Their brief is to transform library and information services to address the needs of communities, develop and maintain a library and information communications technology system and network that provides global access to relevant and up-to-date information, render effective information and reference support services to community librarians and government officials, provide relevant and need-based information resources to community libraries, develop reading and awareness programmes to establish a culture of reading, and co-ordinate, monitor and support community libraries.
(c) Management and administration

In the Municipal Systems Act (2001) it laid down that a municipality’s administration is governed by the democratic values and principles embodied in section 195 (1) of the Constitution (1996) which states that, Public Administration must be governed by the democratic values and principles enshrined in the Constitution (1996) that spell out the following principles:

- A high standard of professional ethics must be promoted and maintained.
- Efficient, economic and effective use of resources must be promoted.
- Public administration must be development-oriented.
- Services must be provided impartially, fairly, equitably and without bias.
- Peoples’ needs must be responded to, and the public must be encouraged to participate in policy making.
- Public administration must be held accountable.
- Transparency must be fostered by providing the public with timely, accessible and accurate information.
- Good human resource management and career-development practices, to maximise human potential must be implemented.
- Public administration must be broadly representative of South African people, with employment and personnel management based on ability, objectivity, fairness and the need to redress the imbalances of the past to achieve broad representivity.
4.5 Programmes and Policies of the Department of Sport and Recreation

4.5.1 Programmes

The City of Tshwane covers an extensive area, characterised by different types of development in terms of character, scale and intensity. The City of Tshwane currently consists of urban and rural areas. Although not all the areas are urbanised to the same extent, the City of Tshwane has significant regional open spaces and environmentally sensitive areas. These areas are located mainly on the periphery of the city. The open-space system of the City of Tshwane currently consist of developed open spaces (decorative parks, play parks, traffic islands, boulevards, malls and squares), undeveloped open spaces (play parks and traffic islands) and nature areas. The nature areas are nature conservation areas, mountains, ridges, river systems and catchment areas, parks and recreation facilities (IDP: 2012 - 2016).

The City of Tshwane has implemented a range of projects to address the community, strategic and technical needs of city residents. Some projects are funded through a capital budget, such as, roads with an estimated budget value of R950-million that are an asset for the city. Other projects are funded through an operational budget, these include training and skills development programmes, sustainable communities with clean healthy and safe environments and integrated social services as well as economic growth and development, and job creation. Departments are required to publicise the location of planned projects, so that communities will know of the projects that will benefit them. There are still challenges in this regard, due to some projects being so extensive that they have to serve more than one community one is the waste water treatment works (IDP 2011 - 2016).
4.5.2 Policies/ Legislation framework

The Arts, Culture, and Heritage Division has developed policies to enable the Sport, Recreation, Arts and Culture Department to manage its important key performance areas of conserving, developing, maintaining and using cultural heritage resources in a sustainable manner. The intention of the policies is to ensure that sound principles are in place for the conservation and protection of arts and culture and that the City of Tshwane’s facilities and heritage buildings are utilised, protected and developed in line with legislation and the Constitution (1996). The policies ensure that collections and facilities are maintained thereby contributing to proud and satisfied communities. In the 2009-2010 financial year, the Sport, Recreation, Arts and Culture Department will, within its allocated budget, prioritise a total amount of R1 500 000 00 against cost centre 5810, cost element 412206 that will be used to fund community-based, non-profit sport, recreation, arts, culture, heritage, library and information organisations.

The City of Tshwane, Sport, Recreation, Arts and Culture Department is mandated to manage, conserve and restore certain facilities for the City of Tshwane. These facilities are used for the development, promotion and preservation of our country’s heritage. To ensure that these facilities are accessible to the general community and are also able to generate income to sustain them, it is vital that a consistent policy be developed and implemented to ensure proper management, reasonable access and sustainability of all facilities.

Local government, as a developmental tier of government, has a Constitutional obligation towards the development of its communities. Therefore it is the responsibility of the City of Tshwane Sport, Recreation, Arts and Culture Department to ensure that the community, individuals and organisations have access to the desired facilities / Municipal infrastructure to contribute towards the socio-economic development of the City and its communities. Beyond
ensuring equal accessibility to City of Tshwane facilities, these policies also seek to protect the historically significant resources of the City from negligence and over-use. The policy seeks to address the following key principles: equal access to facilities, good governance and transformation of usage of facilities, preservation and protection of historically significant facilities as well as financial management and optimal use of facilities.

The Constitution (1996) as the supreme law of the country mandates local government to provide democratic and accountable government for local communities. This includes ensuring the provision of services to communities in a sustainable manner, promoting social and economic development and encouraging the involvement of communities and community organisations in matters of local government.

4.6 Reflections on the state of the City of Tshwane address 2011 - 2013

The City of Tshwane has hosted numerous local, national and international sporting events. State of the City address 2011 the Executive Mayor stated that the City of Tshwane was one of the 2010 Fifa World Cup hosts and before that of the 2009 Confederations Cup, during which it hosted six matches. No single incident was reported on any of the full-capacity crowd days at Loftus Versfeld Stadium, during team training days or at any of the Fan Fest and public viewing places. Loftus Versfeld Stadium is one of South Africa’s most iconic sporting venues, with a history dating back over a century. It hosted both the Rugby World Cup in 1995 and the African Cup of Nations in 1996 Ramokgopa, (2011).

The Local Organising Committee praised the performances, especially delivery of service those relating to escorting of teams, park-and-ride facilities, the management of the public viewing areas and the general hospitality. There are encouraging signs on the development of sports. The City of Tshwane has pledged continued support for the Dlala Ntonbazana soccer girls programme, which is recognised by South African Football Association (SAFA). A
number of other sporting and cultural activities are envisaged. These include the Feast of the Clowns Carnival. City of Tshwane must at all times aim high and compete only with the best Ramokgopa, (2011).

In his 2012 City address, the Executive Mayor reiterated that a sustainable, clean, healthy and safe environment is an indispensable, non-negotiable bottom line to ensure the dignity and integrity of the communities. The City has embarked on a number of interventions to achieve the realisation of self-sustained, cleaner and healthier communities. A crucial feature of sustainable and healthy community life is quality, available health infrastructure. To this end, Hercules, East Lynne, Stanza Bopape and Lotus Gardens facilities have been upgraded in the last three years. Currently the City is upgrading the Pretorius Park and Nellmapius Clinics while the Danville and Olievenhoutbosch facilities will be upgraded in the following year Ramokgopa (2012).

In the 2013 State of the City Address, the Executive Mayor stated that in respect of the recreational space available within previously deprived communities, the City of Tshwane viewed the greening and beautification of neighbourhoods as a central part of the development of such communities. The City has adopted the concept of two parks per ward in an effort to redress the backlog emanating from the previous planning dispensation. The vision is for parks in these neighbourhoods to have standard features such as ablution amenities, ablution blocks, walking trails, playground equipment and requisite park furniture Ramokgopa, (2013).

4.7 Integrated Development Plan (IDP) 2011 - 2016 of the City of Tshwane Metropolitan Municipality

The IDP (2011 – 2016) as per legislation is a Council- approved document with legal status. According to Section 26 of the Municipal System Act (MSA) the Municipal Spatial Development Framework (MSDF) must be aligned to the IDP, while all other spatial plans
must be aligned to the MSDF. Section 35(2) of the MSA (2000), indicates that a spatial development framework contained in an integrated development plan prevails over plan defined in Section 1 of the Physical Planning Act (1991). Municipal System Act (2000) requires that communities must be afforded the opportunity to participate in the affairs of the municipality, including the planning processes of the Council with particular reference to the IDP planning process (IDP: 2011 - 2016).

The city occupies a vast area, characterised by different types of development in terms of character, scale and intensity. The City of Tshwane currently consists of urban and rural areas. Not all areas are urbanised to the same extent, because the City of Tshwane has significant regional open spaces and environmentally sensitive areas. The open space system of the City of Tshwane currently comprises of developed open spaces (play parks, decorative parks, traffic islands, boulevards, malls and squares), undeveloped open spaces, semi-developed open spaces and nature areas. The nature areas consist of conservation areas, mountains, ridges, river systems and catchment areas, parks and recreation facilities. According to (IDP: 2011 - 2016), the Department Sport, Recreation, Arts and Culture was established as an independent department in July 2007.

4.8 Strategic plans for the City of Tshwane: Department of Sport, Arts, Culture and Recreation

Tshwane Sport Council (TSC) is obliged to enhance its profile as a leader in the sports environment by maximising its resources, opportunities and potential through sound sport management principles. It should recognise and nurture the sporting aspirations of individuals, develop them to their full potential and establish sport as a valuable asset in the quest to promote the image of the City of Tshwane as a leader in the sporting fraternity of South Africa. This will be achieved by promoting excellence, establishing partnerships both locally and
internationally, creating, applying and transferring skills and knowledge of national and international standard through cooperative, accredited professional sport education programmes, providing sports bursary for elite athletes, affiliation to all relevant sport organisations, providing a programme train coaches for all sporting activities in the region, encouraging participation in a multitude of levels in community leagues, as well as provincial, national and international programmes of provincial/ national federations and lastly creating, applying and transferring life skills and knowledge at grassroots level through participation in sport Tshwane Sport Council. Strategic Plan: (2012 – 2015).

The following goals and objective have been formulated to support the institutional priorities of Tshwane Sport Council:

(a) to consolidate and provide equal infrastructure in all sub-regions.

- provides adequate sports facilities in all sub regions and to establish a local sports council.

(b) to ensure financial sustainability of Tshwane Sport Council

- obtain financial resources for administration.

(c) to enhance the development of capacity and knowledge through structured education and training.

- obtain information on existing education and training programmes from federations, Gauteng Department of Sport and Recreation, SASCOC and Non-governmental Organisations (NGOs).

(d) to enhance the profile of Tshwane Sport Council through communication and marketing.

- establish and maintain a website and other social media structures.
(e) to improve and enhance service delivery through the establishment of partnerships with relevant stakeholders, and

- to establishes partnerships with relevant stakeholders.

(f) to determine the successful execution of Tshwane Sport Council’s mandate through the implementation of a structured monitoring and evaluation process.


4.9 Projects completed

City of Tshwane has adopted a region-based service delivery model. Each region has a regional office that managed by a Regional Executive Director. Regions are divided into wards. Each ward is led by Ward Councillors together with a Ward Committee. The 2011 – 2016 Integrated Development Plan (IDP) of City of Tshwane Metropolitan Municipality cites those projects in sport and recreational facilities that are already been completed.

The main focus area is Region One (1) which consists of the following places, according to IDP 2011 – 2016 namely Ga-rankuwa, Mabopane, Winterveldt, Soshanguve, Theresa Park, Nina Park, Amandasig, Karen Park, Rosslyn, The Orchards, Kopanong, Klipkruisfontein and Hebron. The Wards include 2, 4, 9, 11, 12, 19, 20, 21, 22, 24, 25, 26, 27, 29, 30, 31, 32, 33, 34, 35, 36, 37, 39, 88, 89, 90, 94 and 98. This region is characterised by informal settlements, low income residential areas and almost total dependence on public transport.
ANNEXURE A

According to (IDP 2011 – 2016) the following facilities will be completed. These regions and wards will benefit from those projects.

<table>
<thead>
<tr>
<th>Description of facilities</th>
<th>Ward</th>
<th>Region</th>
</tr>
</thead>
<tbody>
<tr>
<td>Suurman Community Hall</td>
<td>8</td>
<td>2</td>
</tr>
<tr>
<td>Mabopane Golf Development Project</td>
<td>22</td>
<td>1</td>
</tr>
<tr>
<td>Soshanguve Block K Sports facility</td>
<td>35</td>
<td>1</td>
</tr>
<tr>
<td>Soshanguve Block X Community Centre</td>
<td>75</td>
<td>1</td>
</tr>
<tr>
<td>Upgrading of West End Disabled Sports Facility</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Chief Tshwane Statue</td>
<td>1</td>
<td>6</td>
</tr>
<tr>
<td>Solomon Mahlangu Statue</td>
<td>38</td>
<td>6</td>
</tr>
<tr>
<td>Garankuwa Library</td>
<td>32</td>
<td>1</td>
</tr>
<tr>
<td>Nellmapius Community Centre</td>
<td>40</td>
<td>6</td>
</tr>
<tr>
<td>Temba Library upgrading</td>
<td>75</td>
<td>2</td>
</tr>
<tr>
<td>Suurman Library</td>
<td>8</td>
<td>2</td>
</tr>
<tr>
<td>New Eersterust Recreation Centre</td>
<td>14</td>
<td>6</td>
</tr>
<tr>
<td>Ekangala and Zithobeni Stadiums</td>
<td>102</td>
<td>7</td>
</tr>
<tr>
<td>&amp; 103</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Two Sports Facilities (Bronkhorspruit and Rethabiseng)</td>
<td>104 &amp; 105</td>
<td>7</td>
</tr>
</tbody>
</table>

For the purpose of this study, the area of focus is the North-Western Area of Region One consisting of Ga-rankuwa, Mabopane, Soshanguve and Winterveldt. This region is
characterised by informal settlements, low-income residential areas and high a dependence on public transport.

a. Mabopane Golf Development Project

Mabopane Golf Development Project seeks to improve and develop golf as a sport. It targets golf clinics where hands on tips, demonstrations and lectures by the professional golfers will be on given to the aspiring golfers. The young and upcoming golfers from disadvantaged backgrounds will benefit from improved coaching methods, as well as exposure to fundamental skills and techniques by professionals www.tshwane.gov.za 10-10-2014

b. Ga-Rankuwa Library

Ga-rankuwa Community Library is named after Mr VT Sefora, the first principal of the first high school in Ga-rankuwa known as Thopo, now called Tselatshweu. The gentleman who was active in politics. It is situated in Ga-rankuwa, Zone 2. The general services of this library include assistance with school projects, study facilities, photocopying services and book loans. The library is also conveniently situated near tertiary institutions such as Tshwane University of Technology (TUT) Medical University of South Africa (Medunsa). A community library focus on providing of information, supporting education, the developing and maintaining a reading culture, and the presentation and facilitation of various developmental outreach programmes www.tshwane.gov.za 11-10-2014

c. Soshanguve Block X Community Centre

This centre is a public venue where members of the community tend to gather for group activities, social support, public information delivery and other purposes. (IDP 2011 - 2016).
d. West End Disabled Sport Facility, Soshanguve Block K

This is a community-based rehabilitation centre which seeks to enable persons with disabilities to overcome their physical limitations and empower them economically and socially to become self-reliant and fully integrated members of their communities. (IDP 2011 - 2016).
The following facilities need upgrading and while others still have to be constructed.

<table>
<thead>
<tr>
<th>Description of Facilities</th>
<th>Ward</th>
<th>Region</th>
<th>Est. Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Two Sport stadiums</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Soshanguve Giant Stadiums</td>
<td>33</td>
<td>1</td>
<td>R800million</td>
</tr>
<tr>
<td>Pilditch Athletics Stadium</td>
<td>60</td>
<td>3</td>
<td>R15 million</td>
</tr>
<tr>
<td>Two Community Halls</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>City Hall upgrade</td>
<td>60</td>
<td>3</td>
<td>R7 million</td>
</tr>
<tr>
<td>Eersterust Recreation Centre</td>
<td>43</td>
<td>6</td>
<td>R5 million</td>
</tr>
<tr>
<td>Ten Multi-purpose Sport &amp; Recreation centres</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Nellmapius</td>
<td>40</td>
<td>6</td>
<td>R7 million</td>
</tr>
<tr>
<td>Temba</td>
<td>75</td>
<td>2</td>
<td>R5 million</td>
</tr>
<tr>
<td>Hammanskraal</td>
<td>73</td>
<td>2</td>
<td>R50 million</td>
</tr>
<tr>
<td>Lotus Gardens</td>
<td>7</td>
<td>3</td>
<td>R6 million</td>
</tr>
<tr>
<td>Olievenhoutbosch</td>
<td>48</td>
<td>4</td>
<td>R7 million</td>
</tr>
<tr>
<td>Mamelodi (Rethabile mini-stadium)</td>
<td>23</td>
<td>6</td>
<td>R5 million</td>
</tr>
<tr>
<td>Klipkruisfontein</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mamelodi x17</td>
<td>37</td>
<td>1</td>
<td>R15 million</td>
</tr>
<tr>
<td>Attreridgeville x7</td>
<td>17</td>
<td>6</td>
<td>R12 million</td>
</tr>
<tr>
<td></td>
<td>68</td>
<td>3</td>
<td>R12 million</td>
</tr>
<tr>
<td>Two Museum/ Heritage</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### Fort Klapperkop
- 59 units
- 3
- R5 million

### Melrose House
- 60 units
- 3
- R2 million

### Three Cultural Centres

<table>
<thead>
<tr>
<th>Cultural Centre</th>
<th>Units</th>
<th>Square Meters</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Solomon Mahlangu Square</td>
<td>38</td>
<td>6</td>
<td>R70 million</td>
</tr>
<tr>
<td>Hammanskraal Cultural Centre</td>
<td>8</td>
<td>2</td>
<td>R70 million</td>
</tr>
<tr>
<td>Soshanguve Cultural Centres</td>
<td>35</td>
<td>1</td>
<td>R20 million</td>
</tr>
</tbody>
</table>

*Abducted from City of Tshwane Integrated Development Plan 2011-2016*

#### 4.10 Management of and challenges posed by the sport and recreation facilities within the City of Tshwane: Region one

##### 4.10.1 Management of facilities

Sport and recreation facilities are created to cater for communities’ needs at large. These facilities are managed on a daily basis using a diary and by appointment.

- A community member may book a facility to serve a need. All the necessary documents including, among others, the walk-in documents, message books, contract book, security damage deposit form, as well as stationery and equipment forms, have to be filled in to secure a particular facility.

- To ensure that the facilities are manned at all times, there is a weekly attendance register of staff as well as weekly activity sheet that indicates the various programmes that are run in the various sport and recreation facilities.

Managing recreational facilities need to be done effectively and efficiently by all officials concerned. Strategic plans provide strategic directions for the Department that is responsible for implementation, monitoring and evaluation. The Batho Pele principles serve as an
acceptable policy document and a legislative framework for service delivery in the public domain. Poor management could bring about result serious challenges which are listed below (IDP 2011-2016).

4.10.2 Challenges facing sport and recreational facilities

- The challenges that the department faces in the planning phase of the project are a lack of resources, especially for staff and minimal involvement of the community in the project.
- Some community members want to be part of the success of the project, while others are less interested or lack information on what is happening within that particular community. This leads to division within that community.
- The activity planned by the department for a particular community, to host water or swimming polo clinic, might not be of interest to that community as they may not have a swimming polo or have no interest in swimming.
- Over use of a facility leads to higher maintenance costs to maintain or replace.
- A lack of full support and co-operation from ward councillors, because of disagreements and miscommunication, as well as lack of technical knowledge and understanding of projects, wastes time.
- The compilation of reports in the sport and recreation division (Standard and Norm report, Occupational Health and Safety report and Financial report), is always problematic as the can contradict one another (IDP 2011-2016).

4.11 Conclusion and observations

The Constitution (1996) stipulates that the local sphere of government comprises of municipalities which were established for the entire country. The Constitution (1996) commits government to take reasonable measures, within its available resources, to ensure that all South
Africans have access to adequate housing, health care, education, food, water and social security. Municipal council are obliged after the beginning of its elected term, to adopt a single, inclusive and strategic plan (Integrated Development Plan) (IDP) for the development of the municipality which links, integrates and co-ordinates plans taking into account proposals for the development of the municipality. The resources and capacity of the municipality have to be aligned to the implementation of the said plan.

The Constitution (1996) affirms the democratic values of human dignity, equality and freedom. In line with these Constitutional imperatives, Sport and Recreation South Africa (SRSA) has been assigned powers and functions to develop and implement national policies and programmes relating sport and recreation in the country. The National Sport and Recreation Act (2007) provides the framework that spells out the relationship between the Department and its external clients. NSRA (2007) also ensures that the country contributes to sport, physical education and social development by legislating on sports participation as well as on sports infrastructure.

There are still gaps that City of Tshwane has to close to achieve its mandate and objectives. Thorough consultation with communities involved is required to select a planned project, so that communities will be aware of what will benefit them. The City of Tshwane has to address development issues in communities where there is a need due to backlogs in infrastructure and service provision. Improving methods of gathering public input and analysing public input will result in a better understanding of the needs and the relationship between communities and the resources. Chapter 4 mainly focused on reports, and City of Tshwane State of the Nation Address 2011, 2012 and 2013 and IDP 2011 – 2016. Chapter 5 includes summary, conclusions and recommendations.
CHAPTER 5

5 SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The researcher investigated the provision and management of recreation facilities by the City of Tshwane Metropolitan Municipality (CTMM). In this study, the overall aim was to gauge the role of recreation facilities in providing a complete and balanced life-style for communities, and how important their maintenance is in ensuring the vitality of communities. The introductory chapter provided some background to this phenomenon and the important role that local authorities play in ensuring successful provision. It outlined the research methodology employed to reflect on the problem statement, the significance of the study and also the main objectives. Key to chapter 5 is to look into what actually constitutes recreation facilities and their importance, various components associated with this phenomenon, as well as the challenges and how these could be addressed. Closely allied to the approach followed in this study was to look into the approaches employed in the provision and management of recreation facilities in terms of the Benefits-based Management (BBM) and the Cost-benefit Analysis (CBA). The subsequent chapters provided literature reviews on the subject with the view of gaining insight into the phenomenon (chapter 2), the research design and methodology adopted to ensure validity of the study (chapter 3) and, the results from case study of the City of Tshwane Metropolitan Municipality (CTMM), giving the analysis and the challenges. Chapter 5 is summary and a conclusion of the entire study, with the purpose of providing some recommendations to assist in decision-making by the authorities and other stake-holders to overcoming the existing challenges thereby ensuring seamless, effective and efficient service
delivery in this aspect of the Municipality’s render to achieve the best possible service to the citizens.

The study has identified among others, that the CTMM is committed to its endeavour to provide the best in facilities and management of recreation facilities within its jurisdiction of its available financial and administrative capabilities. What emerged were key aspects in the challenges that were identified as relating to the role the communities play in ensuring the sustainability of the services by collaborating with the authority. The results revealed that the CTMM, in its pursuit of this mandate, is working with the ambit as provided for by the Constitution (1996), Sport and Recreational South Africa (National) (2011), the Provincial Framework (2011), and the Municipal Framework (2012) including its programmes and projects.

5.2 CONCLUSION

The study contains an in-depth analysis on how recreation facilities are provided and managed in the City of Tshwane Municipality within the available legislative and administrative framework.

Constitution (1996) affirms the democratic values of human dignity, equality and freedom. The functionality of Sport and Recreation South Africa (SRSA) is premised on the Constitution (1996). In line with these Constitutional imperatives, the National Department of Sport and Recreation South Africa has been assigned the powers and functions to develop and implement national policies and programmes for sport and recreation in the country.

The National Department: Sport and Recreation South Africa (SRSA) is the national government department responsible for sport in South Africa. Aligned to its vision of creating
an active and winning nation, its primary aim is to provide opportunities for all South Africans to participate in sport, to manage the regulatory framework and to make funding available for the different types of sport. The SRSA focuses on its main mandate which is to create an enabling environment to ensure that as many South Africans as possible have access to sporting and recreation activities, especially those in disadvantaged communities. The Department will continue to use sport and recreation as a medium to foster social cohesion, as well as comprehension and co-operation among the different cultural groups in South Africa. The SRSA will continue to promote participation in sport and recreation as there is conclusive evidence that physical activities result in a general improvement in both physical and mental health.

Sport, Arts, Culture and Recreation (Gauteng Province), is mandated by the Department of Sport, Arts, Culture and Recreation (SACR), to ensure access, increased participation and transformation of the sport, arts, and culture and recreation sectors in a manner that yields optimal socio-economic benefits for all in the province. The Department’s vision is to develop Gauteng as a vibrant home of champions where sport, arts, culture and recreation promote nation building, social cohesion, economic growth and sustainable livelihoods brought about by skilled, active and healthy communities.

The City of Tshwane: Sport, Recreation, Arts and Culture, The City of Tshwane Sport, Recreation, Arts and Culture Department is mandated to promote and develop sport, recreation, arts, culture and library services in the Tshwane municipal area of jurisdiction. Such a mandate include developing, initiating, organising, co-ordinating, supporting and implementing sport, recreation, arts, culture, heritage, library and information programmes and events in the Tshwane municipal areas. To reach the point at which the community becomes responsible for its own development, it is critical for local government to provide the necessary support and legal framework to community-based organisations to develop their own communities while
giving the organisations and communities a sense of ownership of the developed programmes. As a developmental tier of government, local government has a constitutional obligation to develop its communities. It is an undisputed responsibility of the City of Tshwane Sport, Recreation, Arts and Culture Department to support community-initiated programmes and events that will contribute positively to the development and promotion of Sport, Arts, Culture and Library Services in City of Tshwane communities. The results of the study shown that the City of Tshwane Metropolitan Municipality uses the Benefit-based Management as its approach to provide Sport and Recreation facilities in its area of jurisdiction.

5.3 Recommendations

On the basis of the challenges as identified in the previous chapter, the following recommendations are put forward.

5.3.1 Investment in human capital

The Department of Sport, Recreation, Arts and Culture has a duty to invest in young people with lots of energy and enthusiasm. The Department could look into the possibility of sponsoring employees to attend universities and colleges to equip them with necessary the technical skills and knowledge regarding sport and recreation. The recruits should also be trained in management and administration so that they will be able to cope with the demands of sport and recreation management. Less committed candidates who are identified after training, should not be retained.

5.3.2 Information flow

Communication plays a vital role in the success of a project. Channels of communication and information are of cardinal for the public managers because these channels determine how effectively communication and the flow of information take place between government
officials and communities. Relevant information should be disseminated from managers to all relevant stakeholders, and everyone should be aware and be part of what is taking place. Government needs facilitate an effective flow of information and ideas to the community, encourage participation, deliver service and foster informed decision-making thereby building accountability and trust in Government actions.

5.3.3 Delivery of relevant projects to relevant communities

It is imperative for government to know the communities they serve and to identify their needs. The Department of Sport and Recreation needs to involve communities in the planning of projects for the benefit of those communities. If a gymnasium is to be built, the community has to participate fully so that the facility can be fully utilised. This course of action should help to avoid community riots.

5.3.4 Adequate budget

The Department of Sport and Recreation should provide a budget that will finance the project from start to finish. Under-budgeted projects result in projects being left unfinished. The departmental programme should be aimed at identifying needs and realistic demands from the public for the specific service. A forecast of possible obstacles beyond the control of the department should be made. A strict budget prevents theft and fraud by the administrative authorities. Expenses should be kept within the limits of the available approved amounts and the legality of each expense should be ensured.

5.3.5 Community involvement at all stages of projects

Government should try to engage stakeholders at all stages of projects to avoid boycotts and rejection of service delivery. Consultation with communities involved is required when implementing a planned project that will benefit them. Any level of participation by community
members in activities offered by government is vastly appreciated and valued. A sense of ownership will reflect the pride they have in continuing to want to live, work and play in a community which is safe and where people can learn new things and improve their skills.

5.3.6 Standard reporting

For the benefit of both government and communities, it is important that officials report on all phases of the projects in progress. Regular reporting ensures that everything is in line with what was agreed upon. Officials are tasked to write reports to their superiors on progress in activities entrusted to them. All reports, be they standard and norms, occupational health and safety and financial must have a recognisable structure and should be submitted at regular intervals.
REFERENCES


CITY OF TSHWANE: www.tshwane.gov.za/Pages/default.aspx. 11 – 09 - 2012


ANNEXURE A

City of Tshwane Metropolitan Municipality Map.
ANNEXURE B

Letter requesting the City of Tshwane’s Department of Sport, Recreation, Arts, Culture and Library to participate in the study.

Dear Sir / Madam

I am a registered student at Tshwane University of Technology engaged in M-Tech in Public management. To meet the requirements of my study, I am required to undertake research on the Provision and Management of Recreation Facilities in City of Tshwane Metropolitan Municipality, with specific reference to Region 1.

To complete this study, I request you to complete the questionnaire. This will not take too much of your time. As participation is voluntary no one is compelled to participate, no one is compelled to participate. You are assured that your information will be treated as confidential.

Note that there no benefits and compensation are attached to this request, also participants will be anonymous when taking part in this project.

All enquiries may be directed to me at 083 422 1749 or alternatively to my co-supervisor Mr AJ Diale (Senior Lecturer: Public Management) at 012 382 0630.

Yours faithfully

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Modisane M.N.

Student No. 9802160.
ANNEXURE C

Sport and Recreation Region Department

To: Mr. M.N Modisane
Attention: To whom it may concern

Re: PERMISSION TO CONDUCT SPORTS & RECREATION FACILITIES RESEARCH

The City Of Tshwane Sports and Recreation Department hereby grants Mr. M.N Modisane (Student Number: 9802160) the permission to conduct his Sports & Recreation Facilities research within Region 1.

We wish the research to have a prosperous and successful outcome from the set methodology.

Kind Regards.

Sithembiso Sithole
Sport and Recreation Officer
Sport and Recreation Region 1

Date: 15/12/2014
ANNEXURE D

PROVISION AND MANAGEMENT OF RECREATION FACILITIES IN THE CITY OF TSHWANE METROPOLITAN MUNICIPALITY

QUESTIONNAIRE

1. What constitutes recreation facilities within the City of Tshwane?

2. What is the Legislative Framework governing the management of recreation facilities within the City of Tshwane?

3. Which structures have been tasked with the management and maintenance of recreation facilities?

4. What is the current state of the recreation facilities in:

4.1 The City of Tshwane in general?
4.2 Region 1 of the City of Tshwane?

5. Which key challenges have been encountered / identified in the management of recreation facilities in the City of Tshwane?

6. What intervention strategies have been identified to resolving the challenges that were identified?

7. Please put forward suggestions to ensure that the management of recreation facilities within the City of Tshwane will be sustainable and beneficial to the community.